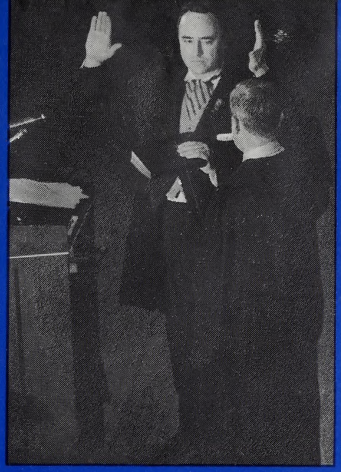


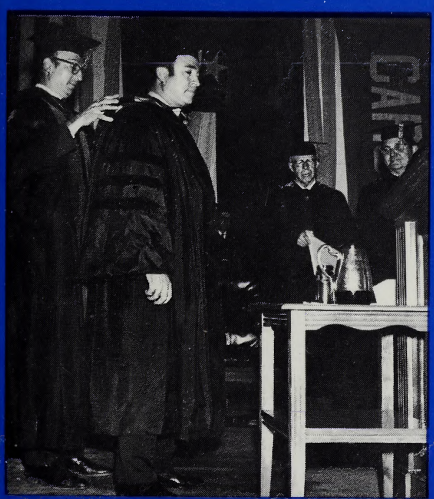




Addresses and Public Papers of Robert W. Scott

Governor of North Carolina 1969-1973

Edited by Memory F. Mitchell









Robert W. Scott was inaugurated governor of North Carolina on January 3, 1969, and he served until January 5, 1973. During the four years of his administration major changes took place in the Tar Heel State. Reorganization of state government became a reality, resulting in the merging of over 300 independent agencies and commissions into seventeen cabinet-level departments. Reorganization of higher education, resulting after long and at times bitter legislative sessions, also became reality. These major projects were the result of Scott's intense stress on planning, a goal he set for himself and all of state government.

Planning was a key word in the Scott years. The 1971 General Assembly, at his request, established the North Carolina Council on State Goals and Policy, a body which concentrated on planning for the state.

Governor Scott was a man of conviction, and there were times when his course of action was not the popular one. In 1969, for example, he proposed to the General Assembly that there be additional taxes including taxes on tobacco products. With the funds resulting from these new and increased taxes came augmented support for a number of programs, including public education and strengthened support for law enforcement through the State Bureau of Investigation and the State Highway Patrol.

The chief executive voiced concern for the handicapped, for conservation of natural resources, for prisoners and the need for their rehabilitation, and for economic development through industrial progress. In these and other areas of interest, Scott stressed the need for adequate planning, and the accomplishments of his administration are proof of the validity of this emphasis.

Documents published in *Addresses and Public Papers of Robert Walter Scott* reveal a broad program, carefully thought and carried out. Messages to the General Assembly are published herein; also published are many speeches chosen for publication in full or in summary which reflect the concern of the governor for citizens of the state and for their welfare in all aspects of life.

This volume is a continuation of the series of documentary materials reflecting the administration of each governor since the gubernatorial term of Thomas Walter Bickett, whose term covered the years 1917 to 1921. Funds for publication are, by law, provided by the Council of State from the Contingency and Emergency Fund. The record as reflected in the Scott documentary speaks for itself in proving that good government in North Carolina continues.

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GOVERNOR OF NORTH CAROLINA

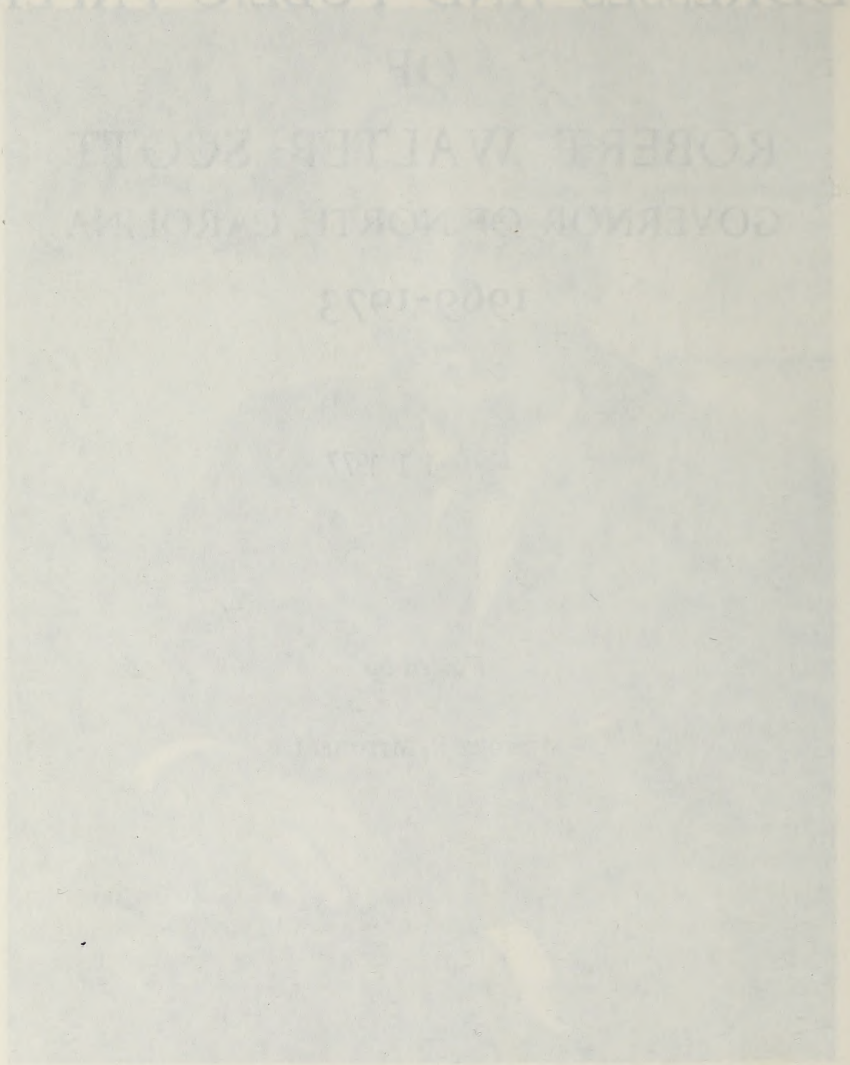
1969-1973

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Edited by

MEMORY F. MITCHELL

Raleigh
Division of Archives and History
Department of Cultural Resources
1974



FOREWORD

The official messages and releases of Governor Robert Walter Scott are published as a continuation of a series begun shortly after World War I when the messages of Governor Thomas Walter Bickett were published by the state. Prior to the Bickett administration, a volume containing papers of Governor Locke Craig was published in a very limited edition; however, this book is not generally considered one of the series of documentaries issued under official governmental auspices.

For years the governors' documentaries were published as a matter of tradition, but in 1971 the General Assembly amended the law to require publication of these volumes by the State Department of Archives and History (now the Division of Archives and History of the Department of Cultural Resources), with financing from the Contingency and Emergency Fund. This act is incorporated in the General Statutes as Section 121-6(b).

The purpose of a governor's documentary is to make available in published form his official speeches, statements, and releases. An important appendix is his list of appointments. The voluminous official correspondence of a governor is not included; this material is preserved for posterity in the State Archives. The compilation, editing, and publication of the documentary are the responsibility of the chief, Historical Publications Section, who approaches the task with the standards of a scholar. On the other hand, each governor is permitted to select the writer of the introduction which reflects the personal opinions of the author and does not form an official part of the documentary.

H. G. Jones, *Director*
Division of Archives and History

November 1, 1973

STATEMENT OF POLICY

Section 121-6 of the *General Statutes of North Carolina* requires that a copy of "all official messages delivered to the General Assembly, addresses, speeches, statements, news releases, proclamations, executive orders, weekly calenders, articles, transcripts of news conferences, lists of appointments, and other official releases and papers of the Governor" be provided to the Department of Cultural Resources. From these records a selection is made by a "skilled and competent editor" who "shall edit, according to acceptable scholarly standards, the selected materials which shall be published in a documentary volume as soon as practicable after the conclusion of the term of office of each Governor." Thus documentary materials contained in volumes published under the statute are presented in a scholarly, objective manner.

For the introductory biographical sketch, however, each governor is privileged to select an author. This essay, not to exceed twenty printed pages, represents the views of the person selected to write it and is a supplement to and not an official part of the documentary.

PREFACE

Governors are called on to make many public appearances which result in so much material that an editor finds it difficult to make a selection which will completely and objectively portray the administration within the limitations of a single volume. Governor Scott's four years were ones in which changes of magnitude occurred in North Carolina, and many of the speeches reflect thinking in the planning stage while others discuss the end result of those plans.

The governor delivered in person an unprecedented nine messages to the General Assembly. In addition to the usual legislative and budget messages in 1969 and 1971, he spoke on the subjects of a proposed department to handle matters affecting local governments, the environment, state government reorganization, and higher education. The latter topic was the subject of two messages.

Only slight editorial changes have been made, and these were necessitated by the need for consistency of form, usage, capitalization, and clarity. Insofar as possible sources of quotations have been given in footnotes. Identification of individuals mentioned by Governor Scott in his speeches has been included and explanation given of certain references which would likely seem crytic to a person using the book in future years.

It is a pleasure to acknowledge with appreciation the cooperation of Governor Scott and his staff, particularly Mr. C. T. West and others in the press secretary's office, throughout the months the book was being compiled and edited. Assistance in production of the appointments section was rendered by the three members of the staff of the Historical Publications Section: Mrs. Marion James, Miss Kathy Williamson, and Mrs. Mary Frances Kelly. These three compiled lists of names, checked, typed, and proofed this section of the book, the production of which is essentially a time consuming and tedious task. Thanks to Mr. Wiley Earp and Mrs. Mozelle Howell of the governor's appointments staff, original material was made readily available for use in the offices of the Historical Publications Section. Mrs. Kelly typed much of the manuscript for the rest of the book, and she and Miss Williamson assisted with proofreading. Mrs. Kelly typed index cards; and the index in its finished form was typed by Mrs. Merlyn Jalbert, a temporary employee. Mrs. Jalbert also assisted with final proofreading. Sincere gratitude is expressed to these individuals. A state government intern, Mr. Ronnie Condrey, and a temporary employee, Mr. John L. Cheney, Jr., did preliminary research for

some of the headnotes and footnotes during short periods of service.

Without the resources of the State Archives and the State Library, a book of this sort would be nigh impossible. Several librarians went beyond the call of duty in helping find obscure information, and public acknowledgment should be made of the cooperation given by Miss Dixie Middleton, Mrs. Marjorie Lindsey, and Mrs. Josephine H. Walker and her assistant, Mrs. Doris Holloway.

Dr. H. G. Jones, former director of the Division of Archives and History, never seemed to feel that I spent too great a proportion of my time in editing the governors' documentaries. This function being only one of several responsibilities, he was most generous in his understanding and encouragement.

Memory F. Mitchell

April 1, 1974

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ROBERT WALTER SCOTT

By Russell T. Clay*

A hundred little things make likenesses in brethren born, and show the father's blood.—Euripides

January 3, 1969, dawned cold as scissors, but Robert Walter and Jessie Rae Scott and their five little ones hardly noticed it.

Their house was astir with getting ready, with a "How will this tie do?" here and a "Jan, eat your breakfast" there. It had been that way almost since first light because, for one thing, that's the Scott style. Early to rise. For another thing, nobody had slept much anyway. Too excited.

This would be a day to remember. At the stroke of noon, Robert Walter Scott would become governor of North Carolina.

"Robert, we'd better go," Jessie Rae shouted over the din. Only in the circle of family and community is it "Robert." Elsewhere it's "Bob."

"Coming," he said. He wrestled into his coat and led a procession of flying feet across the front stoop and into the yard.

"Grandmother's probably waiting," somebody said.

She was.

Mary White (Miss Mary) Scott, mother of the governor-to-be, was itching to go and brimming with pride, although you couldn't tell it by looking at her. She was not one to shout hosannas or ring bells about things. For one thing, that's not the Scott style. For another thing, the twinkle in her eye told the whole story.

The couple of miles around the bend and over the hill to Hawfields Presbyterian Church was no problem. Hardtop all the way. Besides, they could have driven it with their eyes closed. Ever since there had been a Hawfields there had been a church, and ever since there had been a church there had been Scotts in the pews.

Some call it the "Church in the Old Fields" and old is right.

During the years 1738-1740 a band of Scotch-Irish immigrants pushing down the backcountry from Pennsylvania found just what they had been looking for. They decided that the area between the banks of the Haw and Eno rivers in what is now Alamance County

* Mr. Clay, longtime newspaperman, who served as special assistant to the governor during the Scott administration, was chosen by Governor Scott to prepare the biographical sketch. The brief biographies which have been published in each of the governors' documentaries have traditionally been written by a person selected by the governor.

would be home to them for all time. There in that sternly beautiful country of hickory and sassafras they put down their roots, broke land for farming, and built themselves a church.

From that day to this, life in the land of the Scotts has revolved around the "Church in the Old Fields." A Scott will answer the call of his church as readily as he will the dinner bell.

All was in readiness this day as the governor-to-be and his clan arrived in the morning haze. Reverend Don Campbell had come over from the manse in plenty of time to open the door, turn up the heat, and lay out the hymn books.

Across the threshold, into the vestibule, and down the aisle to the front they strode.

Robert and ten-year-old son Kerr, with those dark features typical of a Scott.

Jessie Rae, twelve-year-old twins Meg and Mary, eleven-year-old Susan, and five-year-old Jan, all with that Dresden doll-like fairness not typical of a Scott.

And Miss Mary, the silver-haired matriarch of the Scotts of Haw River. A mere snip of a woman, she was as fragile as her men were husky, as gentle of voice as they were outspoken. But, like her men, she was the soul of sincerity. She was the power behind the throne, their rock, their rudder, their leaven.





Left, Mary Elizabeth White Scott, mother of Gov. Robert W. Scott, taken about the time her husband, W. Kerr Scott, was governor. (Photograph from files of Division of Archives and History.) Right, Bob Scott and his older brother Osborne W. Scott in 1940; they are pictured with their twin Jersey calves on their father's Haw River farm. (Photograph courtesy of Scott family.)

Seated there now in the historic sanctuary, Miss Mary's mind drifted back twenty years, to the morning of January 6, 1949. At the stroke of noon on that day her husband, William Kerr Scott, the redoubtable "Squire of Haw River," became governor of North Carolina.

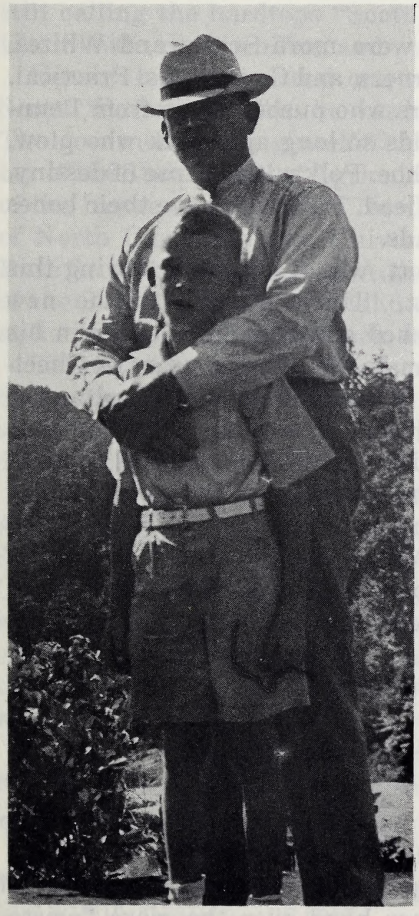
That day was very much like this one.

The hazy chill of daybreak over the meadows of the Haw.

The hustle and bustle in Miss Mary's house.

The "How will this tie do?" scramble of her children, Robert Walter Scott, born June 13, 1929, his brother Osborne, and his sister Mary Kerr.

The "Kerr, we'd better go" and the "Coming."





Left, Gov. W. Kerr Scott with his son Bob, 1938; right, Bob Scott in his student days is pictured with his dog Bingo. (Photographs courtesy of Scott family.)

The couple of miles around the bend and over the hill to the "Church in the Old Fields." It wasn't hardtop all the way then but Governor-to-be Kerr Scott said to himself that, by George, it would be before he was through. It was. Not by George but by Kerr Scott.

The hymn books laid out in the church.

The walk down the aisle to the front.

And, finally, the words of assurance that Preacher Campbell was now intoning for Robert Walter Scott: "I will lift up mine eyes unto the hills, from whence cometh my help. My help cometh from the Lord. . . ."

The last "Amen" was followed by a rustling and shuffling of feet and a retracing of steps up the aisle and out through the vestibule.

Outside with hands extended were more Scotts and Whites, along with Flemings, Basons, Turners, and Covingtons. Practical, self-reliant folk like their forebears who pushed down from Pennsylvania to settle in the Old Fields so long ago. Folk who plow, plant and reap, milk, shear, and shoe. Folk with a sense of destiny. Folk who expect their leaders to lead. Folk who have their bones in their backs and not in their heads.

Folk like Ralph Henderson Scott, who was there savoring this moment. Brother to Kerr Scott, "Uncle Ralph" to the new governor-to-be, and an accomplished governmental leader in his own right. Member of the state Senate for eighteen years. A wheelhorse in state government fiscal affairs. As good a friend as the mentally afflicted of North Carolina ever had. Plain talking. Believable. One of that breed Josiah Gilbert Holland had in mind when he referred to "tall men, sun-crowned, who live above the fog in public duty and private thinking."

The governor-to-be and Miss Mary could not tarry in front of the church too long. Across the road to the graveyard they walked arm in arm, stopping at a stone reading:

W. Kerr Scott

April 17, 1896—April 16, 1958

Not a word was said but they must have wondered how a slab of bronze and sod could constrain that restless spirit.

With Kerr Scott's election as governor, the "boys at the head of the branch" finally got the upper hand over the more "aristo-

cratic" Democratic party element that had projected North Carolina's governors for twenty years. Tenacious and tart of tongue, Kerr Scott sent shivers through the state's conservative business leaders. They were uneasy about his populist stance, his "Go Forward" program, his bodacious vow to "get North Carolina out of the mud."

But in a sense Kerr Scott's bark was worse than his bite. He knew how to light fires under people in order to get them to react in the desired way. To some, his mind was like a sack of cement that had been left out in rain. Others saw gentleness, understanding, even sentimentality, beneath the crust. In any event, it worked. He pushed through a $200 million road bond issue for secondary roads. He got North Carolina out of the mud. They were still calling the hardtops "Scott Roads" when he went on to the U.S. Senate, died in office, and was borne to Hawfields once again.

Nearby his stone stood one with the name of Robert Walter Scott. "Farmer Bob," as he was known. Father of Kerr and Ralph. The governor-to-be's grandfather for whom he was named. Member of the State Board of Agriculture under six governors. Member of the House and Senate of North Carolina. A staunch supporter of North Carolina State University during its formative years. Pure Scott: frank and free. A good farmer who wanted the whole of the South to become "a land of fertile soils, enterprising live-at-home farmers, fine livestock, and happy country homes."

But the reverie among the stones would have to wait a spell for diminutive Miss Mary and her strapping son. Ahead of them, along Scott Roads and a new interstate, lay Raleigh and the doings of Inauguration Day.

A goodly crowd was assembled inside wind-whipped Memorial Auditorium at the foot of Raleigh's Fayetteville Street. More Scotts and Whites and Flemings and Basons and Turners and Covingtons. Friends from other counties who worked to get him elected and wouldn't have missed this day for the world. Plus everybody who was anybody in the public and political affairs of the state. "Long way from Haw River," Kerr Scott would have said.

Robert Walter Scott, in frock tails and tie and with sideburns he later was advised were a bit long, got a white-knuckle grip on the lectern.

"Let the timid, the faint-hearted, the foot-draggers, the do-nothings be forewarned: We are going to make progress during this administration," he said.

"Kerr's boy," said the crowd.

"Head it out!" barked the chief marshall, and the Inaugural Parade started clomping down Fayetteville Street.

Huddled on the reviewing stand, the Scotts of Haw River were nagged by a biting wind and the feeling that their breakfast was wearing a little thin. But no mind. Hour after hour, they thrilled to the martial beat, the dipping of the colors, and from a sea of faces the cries of "Atta boy, Bob."

At length, the clomping ceased. More formalities. The ride to the head of Fayetteville Street and the symbolic transfer of the Great Seal. The send-off of departing Governor and Mrs. Dan K. Moore to the strains of "Auld Lang Syne."

Finally, the Mansion, a supplement to that breakfast of long ago, and a chance to be alone with their thoughts.

How well Bob and Jessie Rae remembered this rambling old structure of Victorian gingerbread that would be home to them for the next four years. While a senior at North Carolina State, Bob proposed—twice—to Jessie Rae in the sitting room. Later, they spent their wedding night here under the roof of Governor Kerr Scott and Miss Mary.



Following his inauguration on January 5, 1969, Governor Scott, daughter Jan, and Mrs. Scott watched the parade. (Photographs from Governor's Office files unless otherwise noted.)

It didn't seem that long, but it was back on September 1, 1951, when Jessie Rae Osborne became a Scott. A pert and pretty young schoolteacher, she lived down the road from Haw River, in Swepsonville. She and Bob were classmates at Alexander Wilson School, where she was head cheerleader and he played on the basketball and football teams. Jessie Rae Osborne Scott was what you saw—a charming person with a zest for life, utterly devoid of pretense, free of the plaguing necessity of keeping up appearances, conscientious, industrious. Just what it took to become a Scott.

Now, in the shimmering light of his Inauguration Day, Bob Scott thought of something the irrepressible Jessie Ray had said a few weeks earlier.

It was the morning after the election results had come in, and they were at home on their dairy farm. It was one of those rare moments when they were alone. For a change, nothing was pressing them.

In that moment of grateful calm, Jessie Rae's voice broke through with a quiet yet prophetic thought: "Now that you've got it, what are you going to do with it?"

What, indeed, was he going to do with it?

He was probably as well prepared for the job as any new gover-



A card used in the campaign for lieutenant governor pictured the Scott family: Jessie Rae holding Jan, Susan, Margaret, Bob, Mary, and W. Kerr. (Photograph from files of Division of Archives and History.)

nor of his state had ever been.

He had just concluded four years as lieutenant governor of North Carolina, having been elected in 1964. That was an accomplishment in itself.

It had been his first bid for public office. He won in a runoff, and he made the position of lieutenant governor count for something. Gone were the days when the lieutenant governor was to be seen and not heard. He earned his keep, which wasn't much to start with, but the wheels were set in motion that ultimately did make the lieutenant governor a full-time salaried officer of the state.

Being the son of a governor, he had the feel and the flavor of the office.

He spent two years in the heady atmosphere of Duke University, where he toyed with the idea of becoming a doctor. The pull of the soil was too strong, though, and he transferred to North Carolina State, the populist alma mater of Kerr and Ralph. He earned himself a degree in dairy industry, because he was mindful of the advice his father had given him: "Hang on to the farm, son. If



Governor Scott on his farm at Haw River.

you do, no matter what happens you'll always have something to come back to."

As a member of the Army's Counter Intelligence Corps in 1953-1955, he acquired the knack of cutting through the fog to find the meat-in-the-coconut.

Following in his father's footsteps, he was master of the North Carolina State Grange (1959-1961). He and Jessie Rae were the National Grange's "Couple of the Year" for 1959.

So, by the time 1968 rolled around and he went after the governorship, Bob Scott had already been down the road a few times. If he succeeded in this new quest, he would be breaking new ground.

No lieutenant governor had ever won direct election as governor. Few had even tried.

No son of a governor had ever been elected governor by a vote of the people.

He dug in with his spikes and ran, sticking as close as possible to the byways where the plain people lived. He knew that it was they—not the professional politicians or the rich or the wellborn—but the plain people who had the wisdom and the goodness and the power to make things right.

He found out pretty quick that he had a good thing going for him—the Scott name. From mountain cove to water's edge, it was "I knew your daddy." Or "He fixed our road and we've never forgotten it." Or "Kerr Scott's boy, you say? Then you're all right, fellow. All right."

He was running against a name himself—J. Melville Broughton, Jr., of Raleigh, also the son of a Tar Heel governor. Tall, dignified, and conservative, Broughton was potentially a formidable foe. On the left in the three-cornered Democratic primary race was Charlotte dentist Reginald Hawkins, the first black to run for governor.

It was not one of the classic struggles of North Carolina politics.

The evolution of two-party politics in North Carolina had practically come full circle. Discretion in the primary became the better part of valor. Let's don't cut our opponent up, boys, because we're going to need his help in the fall against the Republicans.

By and large, then, the primary was a low-key, cat-and-mouse affair.

Many of incumbent Governor Dan Moore's people gravitated to Broughton by natural affinity. But time had dimmed the magic of the name "Broughton" more than it had the name "Scott." Somehow, Broughton had trouble getting untracked.

Hawkins, the nettler, fired scattershot volleys that kept Scott and Broughton on their toes but never really struck a spark.

The result was a Scott victory, 337,368 votes to Broughton's 233,924 and Hawkins's 129,808. But that left Scott 26,364 votes short of a majority, giving Broughton the option of demanding a second primary.

Would he or wouldn't he? The decision was delayed for several agonizing days. But then it became a matter of should he or shouldn't he, and Broughton concluded that he shouldn't.

To Bob Scott fell the task of holding back that creeping two-partyism one more time.

His opponent was Rocky Mount businessman James C. (Jim) Gardner, well-to-do one-term congressman who didn't particularly like being a congressman. A hustler. A buzzsaw in a business suit.

It was a rat-race for Bob Scott. The county-by-county forays on a schedule that never allowed enough time for all the small talk and big talk. Breakfast and dinner on the fly, supper at bedtime.

Gardner came on strong for a while. Too strong for his own good. Scott and his campaign team began noticing that Gardner was shooting from the hip, stepping into holes of his own making. They stepped back and let him do it.

Gardner faltered at the end. Bob Scott had stemmed the tide for the Democrats one more time, 821,000 votes to Gardner's 737,000. He became, at thirty-nine, the youngest North Carolinian elected governor in the twentieth century

"Now that you've got it, what are you going to do with it?"

The first thing Bob Scott did as governor was to take pen in hand and write his son Kerr a letter for posterity. Something about the responsibilities that would ultimately fall on his small





Left, Bob Scott and son Kerr watch election returns November 5, 1968, at the Sir Walter Hotel in Raleigh; right, Scott receives congratulations from supporters as election returns come in the night of November 5.

shoulders. Something about how power humbles a man. Something about love.

And then he went to work.

He built roads, more of them than any of his predecessors built, Kerr Scott included. Highway contract lettings exceeded $165 million in each of his four years, surpassing the top letting for any previous year by $20 million. He paved 4,200 miles of secondary roads, those farm-to-market lifelines so dear to Kerr Scott's heart.

He built roads the hard way—by raising taxes. By upping the gasoline tax two cents per gallon, he not only put down asphalt. He put North Carolina's road program on a pay-as-you-go basis, free of reliance on bond issues.

On top of that, he produced $97 million in new revenue by placing a tax on tobacco and soft drinks.

By approaching the 1969 General Assembly with his tax proposals, he realized he was sowing dragon's teeth. But he was prepared to absorb the political flak that he knew would come.



Scott addresses supporters in the Virginia Dare Ballroom, Sir Walter Hotel, the evening of November 5, 1968, as favorable election returns are reported. His wife stands to his left.

There are some things that need doing, that must be done, that will be done, he said to himself.

Predictably, the fur flew. At one point, he seemed on the verge of losing it. He took his case to the people in a whirlwind, statewide helicopter tour. He waded into the General Assembly again. For the sake of peace in the political family, he compromised a tad. He won.

Almost $60 million of the $97 million went into the area that is, constitutionally, the first responsibility of state government—public education. Among other things, he installed the first kindergartens in the public schools, put occupational or career education programs in the middle grades of high school, and gave handicapped pupils free public transportation for the first time. The statewide system of community colleges and technical institutes was expanded by the addition of new institutions at Hendersonville, Roxboro, Smithfield, and Henderson.

With this new money he also strengthened the hand of law enforcement. Appropriations to the grossly underfinanced State Bureau of Investigation were increased 211 percent. The SBI organized special new units to deal with drug abuse and organized crime. The State Highway Patrol was bolstered by 118 new troopers.

In Bob Scott's view, laws are made to be enforced. He saw to it that they were, and he saw to it that the enforcers of the law had the right training, tools, and gear to do their job.

A test of his resolve came early in his term. Ugly situations arising from protests, demonstrations, and general hell-raising boiled up at several spots, including state college campuses in Chapel Hill and Greensboro. Bob Scott drew a line in the dust. He threw in as much Highway Patrol and National Guard muscle as the situation called for. He put out the fires. Without trampling on individual rights. That's not the Scott style. The blacks and liberals involved had no cause to doubt his fairness for a minute. But everybody knew, or soon found out, that Bob Scott meant what he said.

He moved his state forward economically and industrially. More than 1,500 industries invested $2.3 billion in North Carolina, resulting in more than 91,000 jobs and adding $469 million to payrolls.

But he was a conserver as well as a developer. The arrival of the decade of the seventies brought with it a national awakening to the deterioration of the environment. Scott seized the initiative

and put through the General Assembly a package of bills combatting air, water, soil, and noise pollution. It was the first comprehensive step taken in this field by a Tar Heel governor.

He cut the monstrous state government bureaucracy down to size.

Reorganization of the government was an idea whose time had come. Over the years, a conglomeration of more than 300 agencies, departments, and functions had developed. Bob Scott found it hard to exercise his executive responsibilities. He was appointing people he did not know to jobs he did not know existed. The taxpayers were not getting the services they wanted and were entitled to.

He went to the people, and they said they wanted their government reorganized into no more than twenty-five principal departments by 1975. Reorganization thus became not a question of when but a question of how. Scott got reorganization moving, fashioned a structure with more rhyme and reason, and introduced the cabinet concept into Tar Heel government.

He bolstered the hand of local governments as never before. Counties and municipalities were given more home rule authority, more financial assistance, more flexibility in administering their own affairs. The share of gasoline tax revenues allotted to cities and towns under the "Powell Bill" was doubled, greatly increasing their budgets for street improvements. He was made an honorary lifetime member of the North Carolina League of Municipalities, the first Tar Heel governor so honored.

He constructed a planning mechanism to carry his state into the twenty-first century and beyond to specific goals under the guidance of specific policies.

"We must not stumble into the future," he said. The North Carolina Council on State Goals and Policy was established at his request by the 1971 General Assembly. The state was divided into seventeen multicounty planning regions. Bob Scott wanted his people to catch a vision of the future in order better to decide where they wanted to go and how they proposed to get there.

He turned the spotlight of public interest and concern on the prisons of his state.

It all started on a day in June, 1970, that was hot as a depot stove. Scott paid a visit to Central Prison in Raleigh and went behind the massive walls to see what he could see.

For more than seven hours, he probed the dark recesses of century-old Central. He found a subculture devoid of hope and humanity. He vowed to do something about it.

With a strong assist from the North Carolina Bar Association, a thorough-going study was made of the state's entire penal system. Reforms were instituted. The first meaningful steps were taken in the most intensive prison reform program ever initiated in North Carolina.

He reorganized state-supported higher education when all about him said it couldn't be done.

Many a governor before him had been tempted to try to pull all of the state-supported colleges and universities together under a single Board of Governors. They had seen the wasteful rivalry, the duplication of efforts and courses and programs, the petty and damaging jealousies, the political end-runs to the legislature. But they were reluctant to tackle the ingrained political establishment that had things pretty much its way in Tar Heel higher education.

Bob Scott decided to try.

It was a lot like charging Hell with a bucket of water.

For one thing, there was the timing. He made his move in his last General Assembly, when a governor supposedly is a lame duck who has used up all his political patronage powers—"green stamps" as they are sometimes called—and is powerless to put through any bill of any substance.

But Bob Scott did not fancy himself a lame duck. He still had a lot of fight and a few "green stamps" left. He used them both. He won. For the first time, higher education in North Carolina spoke with one voice. For the first time, higher education submitted a unified budget. The new "University of North Carolina System" became known throughout the world of American higher education as the North Carolina Plan.

In retrospect, Bob Scott regarded the restructuring of higher education as the single most significant achievement of his administration. When the smoke had cleared, he had this to say:

> It will be up to historians to appraise this administration, to weigh the successes and failures of it—there have been some of both—to decide the real value of what we have done to enhance the life and the progress and the well-being of our people. It may turn out differently, and I may have cause to change my mind, but at this moment I feel that the consolidation of our system of higher education will be the hallmark of my administration.

Few with an insight into the magnitude of the chore will disagree with him.

He provided executive leadership for North Carolina in the

fullest sense, beyond the confines of home and hearth, across the boundless realm of public service where state and national interests intertwine. As chairman of the Subcommittee on Revenue Sharing of the National Governors' Conference in 1970-1971, he was an early champion of the concept of federal revenue sharing. Before his term as governor ended, the concept became fact; and multiple millions of federal tax dollars began flowing back into the treasuries of hard-pressed state and local governments throughout the land. Early and late, from first to last, he maintained an unflagging interest and involvement in the work of the Coastal Plains and Appalachian regional development commissions.

Above all—in higher education, in state government reorganization, in environmental protection, in prison reform, in diverse undertakings large and small—the main thrust of his administration could be summed up in four words: Planning for the future. He labored mightily to set North Carolina on a course that would prepare her for whatever may lie ahead in all the tomorrows to come. He took the long view.

No amount of travail could deter him. Like his father before him, in whatever he undertook to do, he "mowed out the corners."

There is a tide in the affairs of the governor—any governor, every governor—that buffets him with distressful moments. Bob Scott had such moments.

During the last April in his term as governor, Miss Mary died. When she was laid to rest in the graveyard of the Church in the Old Fields, a little bit of North Carolina was buried with her.

Now and again, a flap developed over one of Bob Scott's appointees or associates. He stuck with him like bark on a tree. That's his style. Some say he is loyal to a fault. But a Scott is hard-pressed to imagine a point at which loyalty to friends becomes a fault.

He caught the dickens in defense of his friends, but he bore his irritations with heroic resignation.

He was the boss and everyone knew it. His very presence commanded respect and spoke of decisiveness, diligence, and duty. When he had a job to do, he wanted to get on with it.

He had no notions about being able to tiptoe along without stepping on anybody's foot. He held the view that the only people immune to criticism are those who never attempt anything of note.

But Bob Scott gave North Carolina four years that were as pleasant as they were productive. Like Kerr and Ralph and

Farmer Bob and the people of the Old Fields, he was eminently approachable. He enjoyed a good story and could laugh at himself. He enjoyed people, and his latch string was always out to them. All kinds of people. He could spot nobility beneath the shabbiest cloak.

Think of what a governor should be, and he was that.

INAUGURAL ADDRESS

Memorial Auditorium, Raleigh, January 3, 1969

[Governor Robert Walter Scott, the second son in North Carolina history to follow the footsteps of his father to the gubernatorial seat, assumed the high office on January 3, 1969. The new governor took the oath at 12:25 P.M from Chief Justice R. Hunt Parker of the state supreme court in a ceremony witnessed by Scott's mother, wife, and five children. Following the formal program in Raleigh's Memorial Auditorium, the traditional inaugural parade was held on a cold and cloudy Fayetteville Street.

In an editorial in its January 5 issue, the Raleigh *News and Observer* suggested: "Bob Scott is well informed as to the difficulties that lie ahead. He learned the shape and seeming intractability of many of them during four unusually eventful years as lieutenant governor when he presided over two special as well as two regular sessions of the State Senate. And because of the unprecedented aid of outgoing Governor Moore, Scott comes to office facing his own first legislature as probably the best prepared chief executive in this State's history. The course he pledged in his inaugural address, the high and confident tone he struck, provide a bold measuring stick for the four years ahead. North Carolina is capable of the advance he promises. Bob Scott deserves every good wish and assistance in fulfilling this pledge."

The *Greensboro Daily News* of January 4 noted, "The Scott inaugural is predictably full of generalities and cliches. Like Dan Moore's 'total development' it hits many familiar buttons, putting its major emphasis on 'improving our environment' and raising the state's low per capita income. It emphasizes unity and balance and planning." The editorial succinctly summed up the attitude of the paper: "During a Governor's day of inauguration—devoted mostly to ceremony and symbolism—no people could ask more of their incoming chief executive."

The *Raleigh Times* of January 4 editorialized, "Perhaps the most important thing Governor Scott said didn't have to do with any program such as education or road building. It was a pledge 'to seek the end of divisiveness among our people.' He put this pledge near the beginning of his address and this ambition should continue to hold such a high place in the Governor's four-year program."

The overall reaction was one of optimism, and North Carolinians looked forward to a new administration filled with confidence and determination.]

My fellow North Carolinians.

We come here today not merely to commemorate an event that occurs every four years.

In the larger sense, we are here to begin anew the quest of hope and progress that began with a brave colony implanted nearly four centuries ago on a small island at our coast. What we seek on this day is to reaffirm our faith in our future as a people. We



The new governor takes the oath of office from Chief Justice R. Hunt Parker of the North Carolina Supreme Court. (Photograph from files of Division of Archives and History.)

resolve to achieve, as best we can, the full measure of the promise that our future holds.

North Carolina will move ahead. We feel no resistance to progressive change—our history bespeaks the fact that we have sought it, and benefited by it. Change is the essence of the problems and the opportunities that will confront us these next four years.

A year from now brings us to the dawn of a new decade—beyond that the dawn of a new century. The current of our times runs swift; its ripples often turn to waves. What we must learn is to master the waves and to direct the current—not that we seek always to sail smoothly—rather that we seek a true course and a just destiny.

We have seen much change.

In a generation, many of us have seen the stable replaced by the machine shed, the wagon by the truck, the kerosene lamp by the electric light, the writing tablet by the computer. We have seen the one-room school, the general store, all but vanish. We have seen man break the barriers of our planet and take the first step in opening up the new frontiers of the universe.

We have seen the dust of disuse collect in many rural communities—to a point where they can neither attract nor hold young people—to a point where it is hard for these communities to build and maintain good schools and churches and hospitals and playgrounds.

We have seen, too, our cities undergo a great period of growth—from town to metropolis in hardly more than two decades. Yet their growth has not been all for the good. Many now have more congestion, more crime, more social problems, and oftentimes too much unreasoned change.

We should not cry out against what has altered, for there is no retreat from it. I view it instead as the strong challenge of a new day. My administration will neither shrink from the obligation it offers nor from the opportunity it presents.

There is an old proverb which says, "To *think well* is wise; to *plan well*, wiser; to *do well* is wisest and best of all." During the coming four years, we will think; we will plan; we will do.

Simply stated, the broad goals of this administration are:

Government that merits the confidence of all our people.

Balanced growth for every section of our state.

Realistic and adequate planning for the future.

A united community.

Let us here and now, at the very outset of this administration, pledge ourselves to strengthen the confidence and support of our citizens in their government; to seek new ideas, but to temper boldness of action with common sense; to plan now for the new century rushing upon us; to seek the end of divisiveness among our people.

I believe the first of the goals is foremost.

Our system of government cannot succeed without the confidence of the people. More than that, our system of government cannot function ably unless it gains the widespread participation of the citizens.

Our state government is a trust—bonded always by the people. It will be a primary goal of this administration to strengthen that bond—to make state government, and the service it renders, more

responsive to the needs and aspirations of our citizens.

I, and those who serve with me, cannot accomplish this alone. State government cannot pursue this goal alone; we must somehow mesh its gears with those of municipal and county governments if the goal is to be met—if government in this state, taken as a whole, is to be the true servant.

I do not propose that our government be all things to all men. It cannot be so. Yet, no matter how large, no matter how complex our society becomes, I believe we can—we must—avoid the disenchantment and disaffection of people who do not care because they do not believe they are heard. Should that day come, the public confidence will be eroded beyond cure, and government will become an empty shell, subject to collapse. This must be avoided at all costs.

For that reason—and because it is right and just—I will insist that all those who serve with me in our state government be responsive to our citizens—to answer their inquiries, to meet their needs where possible and feasible, and to make every effort to make ours truly a government of, by, and for the people.

All of us, from the lowest paid worker to the highest salaried official must at all times remember we hold our position, not as a right or privilege, but as a public trust and responsibility, and we should discharge our duties accordingly.

This will be an open-door administration. There will be a free and honest flow of information from the government to the people through direct inquiry, news media, and other means of communication. Another, yet too often overlooked, aspect of freedom of information is that there must also be a free and full flow of inquiry and information from people to government. And this, too, will receive attention these next four years.

At this moment, there seems little doubt that in North Carolina the great challenge of the next decade will be a struggle to improve our environment. Recognizing this, my administration will seek balanced growth by attacking problems that confront us now.

Already we are hard pressed by a per capita income that is far too low. We will seek to raise it.

There is too much inadequate housing. We must find a way to remove this blight.

There are gaps in our programs for public education. They must be closed.

There are old roads to be improved and new roads to be built. We must find the means to finance this program.

We are blessed with natural resources—land, air, water, forests, wildlife. Let us conserve them.

Our local governments are in need of help. Let us strengthen their hand.

Businessmen and industrial leaders must be assured of stability in government, conditions suitable for expansion of investment, and a firm belief in the free enterprise system. They shall have it.

Labor must be provided job opportunities with good wages and working conditions. We must keep our economic growth rate at a high level to provide these opportunities.

The early settlers described our state as "the goodliest land under the cope of heaven."[1] To the great majority it is. But we still have too many poor, too many hungry, too many unskilled, too many hopeless. We have not done enough for our physically and mentally handicapped citizens. We must redouble our attacks on these conditions.

All these problems—and more—we must come to grips with during the early days of this administration. I will present my recommendations on these matters to the General Assembly later this month. It will take our total efforts to meet these problems successfully.

At the same time, as we react to present problems, we must anticipate future problems. We must try to build the framework for long-range growth.

Already we see seven of ten Americans bunched together on less than 2 percent of the land. In North Carolina, only four of ten persons live in an urban area. We have yet to feel the full impact of urbanization.

Thus, we still have time to frame our future—to plan with such thoroughness that we can master the currents of fast-changing times—to prepare for the new century. We must act now. We can prevent many problems from occurring, and it will certainly be less expensive now to correct the ills we do have.

I want the next generation to say of us: "They planned well; they acted wisely." There is no better legacy for us to leave them.

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[1] Sir Richard Grenville made a voyage to the New World in 1585 for Sir Walter Raleigh. He left a colony under the governorship of Ralph Lane; the small group stayed from August 17, 1585, until June 18, 1586. A letter from Ralph Lane to M. Richard Hakluyt, written "From the new fort in Virginia, the third of September, 1585," described the area as "the goodliest soil under the cope of heaven." David Leroy Corbitt (ed.), *Explorations, Descriptions, and Attempted Settlements of Carolina, 1584-1590* (Raleigh: State Department of Archives and History, 1948), 33.

I am convinced, as have been other governors before me, that state government must be strengthened, particularly in its relation to the federal government. To this end, I will work with the governors of other states to enable the states to have a stronger voice, a greater influence, and a more effective role in the federal system. This needs to be done—and it can be done by strong leadership in the governor's office.

President-elect Richard Nixon will assume his duties as president of the United States on January 20. He will be our president and as such, I wish him well as he takes on the awesome responsibilities and burdens of the presidency.

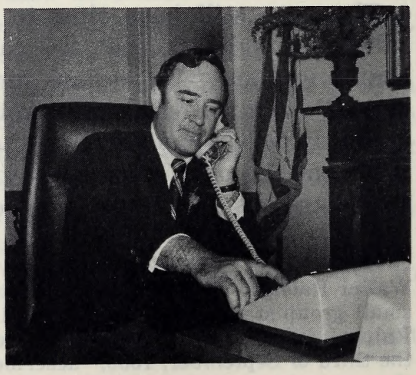
As governor of North Carolina, I will seek his support, and the support of members of his administration, on any matter that will benefit our state and our people. Furthermore, I will work closely with our congressional delegation to obtain those programs and projects needed in our state which will be useful to us.

In short, my administration will be very active in state-federal relations, seeking the maximum return of our federal tax dollar and striving always to strengthen the role of our state with the federal government.

In the next four years, I will seek to unite our people. I will not advance special goals or specific programs for any single group. The emphasis will not be on black *or* white, rural *or* urban, worker *or* industrialist. Instead, the emphasis will be on programs for all North Carolinians.

I hold fast to the belief that all men are created equal in the sight of God. I will strive to build a united community in which





Left, Gov. W. Kerr Scott at his desk in February, 1951. (Photograph by Albert Rabil, Jr.) Right, Gov. Robert W. Scott in his office, 1970. (Photograph by Clay Nolen, Department of Conservation and Development.)

there is peace and harmony—where men are free from fear—where intimidation, force, and violence become bygones of another day.

There will be no toleration of extremists who seek only to divide our people—whether they take to the streets, whether they act unseen, whether they throw rocks and firebombs, or whether they burn crosses in the dark of night. We will work for the day—yes, we will live for the day—when every man walks in dignity and is mindful that he is regarded for his individual worth and that alone.

In this hour, let us recall the words of another governor, spoken nearly two decades ago, in an address to a joint session of the North Carolina General Assembly. These were the words of that governor—my father, Kerr Scott:

> The courageous development of North Carolina through use of the power of the state government did not begin with my administration. It will not end with it. We have been fortunate in having governors and legislators who had faith in the people of this state and in the state's resources. What I want to advocate strongly to you now is that there be no halting of the advance—that we move steadily forward, building by plan and with confidence in the future.[2]

I, too—with your help—will seek that path.

Working together, I am confident we can build a better North Carolina. There is nothing weak or faint about the pulse of this great state. Instead, I have found it to be strong—full of vitality—ready for the great tasks that lie ahead.

We will not defer those tasks. We will accept the challenge. I am confident of the future because I have confidence in our people.

Let the timid, the fainthearted, the foot-draggers, the "do-nothings" be forewarned. *We are going to make progress during this administration.* There is work to be done, and we're going to get on with the job.

In the tradition of others who have borne this great respon-

[2] "Biennial Message Delivered before a Joint Session of the Senate and House of Representatives," January 4, 1951, in David Leroy Corbitt (ed.), *Public Addresses, Letters, and Papers of William Kerr Scott, Governor of North Carolina, 1949-1953* (Raleigh: Council of State, State of North Carolina, 1957), 38, hereinafter cited as Corbitt, *Addresses of William Kerr Scott.*

sibility—Luther Hodges[3]—Terry Sanford[4]—Dan Moore[5] we, too, will point to the far plateau. We owe my predecessors much gratitude, for these capable leaders—each in his own time and in his own way—advanced our state along the road of progress.

It has been said that many of the political and social troubles of the world have arisen because privilege has failed to remember its obligation. Power is not granted to us to make us collectors of privilege but rather to endow us as distributors of goodwill.

The office of governor has both privilege and power. I will not abuse it.

I pledge to you honesty, integrity, and a conduct that will reflect credit upon this high office, upon our proud state, and upon our good people.

I will be true to the heritage given me by my mother, who is here today, and my father, and their forebears. I will uphold the

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[3] Luther Hartwell Hodges (1898-), industrialist and governor from Leaksville; A.B., University of North Carolina, Chapel Hill; with Marshall Field for years, serving as vice-president, 1943 until retirement in 1950; as lieutenant governor, succeeded William B. Umstead and completed his unexpired term before being elected governor in his own right and serving, 1957-1961; appointed federal secretary of commerce in Kennedy administration; resigned, 1965. *North Carolina Manual, 1959* (Raleigh: State of North Carolina [issued biennially 1903 to present]), 405-406, hereinafter cited as *North Carolina Manual,* with appropriate date; Beth G. Crabtree, *North Carolina Governors, 1585-1968: Brief Sketches* (Raleigh: State Department of Archives and History [Revised], 134-135, hereinafter cited as Crabtree, *North Carolina Governors*; William S. Powell (ed.), *North Carolina Lives: The Tar Heel Who's Who* (Hopkinsville, Kentucky: Historical Record Association, 1962), 605-607, hereinafter cited as Powell, *North Carolina Lives.*

[4] Terry Sanford (1917-), lawyer, former governor, university president from Laurinburg, A.B., LL.B., University of North Carolina, Chapel Hill; World War II veteran; state senator, 1953; manager of senatorial campaign of W. Kerr Scott, 1954; governor, 1961-1965, noted for promotion of education; became president of Duke University in 1969. *North Carolina Manual, 1963,* 447-448; Memory F. Mitchell (ed.), *Messages, Addresses, and Public Papers of Terry Sanford, Governor of North Carolina, 1961-1965* (Raleigh: Council of State, State of North Carolina, 1966), xxi-xxvii passim, hereinafter cited as Mitchell, *Addresses of Sanford; Who's Who in America, 1972-1973* (Chicago: Marquis *Who's Who, Inc.* (37th edition [in 2 volumes], 1972), II, 2768, hereinafter cited as *Who's Who in America, 1972-1973.*

[5] Daniel Killian Moore (1906-), governor, jurist from Sylva; B.S., law school, University of North Carolina, Chapel Hill; state representative, 1941; superior court judge, 1948-1958; division counsel and assistant secretary, Champion Papers, Inc., 1958-1965; governor, 1965-1969, term noted for program of "total development"; associate justice, North Carolina Supreme Court since November, 1969. *North Carolina Manual, 1971,* 611; Memory F. Mitchell (ed.), *Messages, Addresses, and Public Papers of Daniel Killian Moore, Governor of North Carolina, 1965-1969* (Raleigh: State Department of Archives and History for the Council of State, 1971), xvii-xxxv passim, hereinafter cited as Mitchell, *Addresses of Moore.*

confidence my wife and children have in me. I will keep the faith of my neighbors and friends from Hawfields and Alamance County and throughout the state.

I must thank you, the people of North Carolina, for the opportunity you have given me. I express my thanks with sincerity and humility.

You have placed in my hands a sacred trust. I will exercise it in a manner that will merit your continued support.

You have given me a great challenge. I accept it here today with confidence.

I embark upon my task with an unshakable faith in God as the ruler of mankind.

I strongly believe that North Carolina's strength is in its people. To their advancement I am dedicated.

MESSAGES TO JOINT SESSIONS OF THE GENERAL ASSEMBLY

[Governor Robert W. Scott delivered three messages to joint sessions of the Senate and the House of Representatives during the 1969 session and five during the regular 1971 session and one during the special session held in October of that year. All of these were delivered in person. They were printed in the *Journal of the Senate of the State of North Carolina, Session 1969*, pp. 29-39, 73-83, and 219-224; and in the *Journal of the House of Representatives of the General Assembly of the State of North Carolina, Session 1969*, pp. 52-62, 115-125, and 293-298; in the *Journal of the Senate . . . , 1971*, pp. 15-25, 35-41, 242-251, 355-359, 468-477, 961-969, and in the *Journal of the House . . . , 1971*, pp. 30-41, 58-64, 410-420, 597-602, 774-783, 1559-1567. The governor spoke briefly to each house on July 2, 1969, and on July 21, 1971, just prior to adjournment of the two regular sessions. See *Senate Journal . . . , 1969*, p. 902, and *House Journal . . . , 1969*, p. 1264; and *Senate Journal . . . , 1971*, p. 932, and *House Journal . . . , 1971*, p. 1553. His other messages, which were not delivered in person, were relative to appointments and were of a routine nature.]

LEGISLATIVE MESSAGE

January 22, 1969

[Legislators voiced their reaction to the legislative message of Governor Scott with an expression of concern as to whether or not funds would be available to finance the program outlined in the message. Senate Finance Chairman Ralph Scott, the governor's uncle, said, "He gave us plenty of thunder but the rain has to come yet," a reference to the forthcoming budget message. A number of Republican members felt the message contained many suggestions which had initially been proposed by their party; Senator Geraldine Nielson of Forsyth, for example, said, "I had to like it—we 'wrote' most of it." Lieutenant Governor H. Patrick Taylor, Jr., called the address "a progressive blueprint for the next four years." He observed that means of financing had not been spelled out but felt "it is certainly a good program and consistent with his campaign." These and other reactions were quoted in the *News and Observer* of January 23, 1969.

In an editorial in the same issue, the address was commended though several negative notes were added: failure to spell out details in such matters as salary increases for teachers, failure to provide needed leadership in questions such as that of a sales tax for local governments, and failure to discuss proposals of the Constitutional Study Commission. In conclusion, the paper summed up its reaction, "On balance, the Governor's speech was notable—with exceptions." The *Charlotte Observer* of the same date called the governor's proposals "uniformly good, and faithful to the needs of the time. Based on the content of this message, no one can put Bob Scott down as simply a latter day Populist or a country

bumpkin." The program was called "enlightened, if falling a trifle short of bold." Both the *Asheville Citizen* and the *Wilmington Morning Star* (January 23 issues) endorsed the proposal to expand the Consolidated University of North Carolina to make Asheville-Biltmore and Wilmington colleges branches thereof. The *Greensboro Daily News*, the day following the legislative message, noted a lack of "clear priorities" but reasoned that "perhaps the truth is that all the proposals are urgent—certainly many are."]



Scott is pictured with House Speaker Earl Vaughn, left, and Lt. Gov. H. Patrick Taylor, Jr., right.

Mr. President, Mr. Speaker, Mr. Chief Justice, and members of the General Assembly of North Carolina:

The people of North Carolina have elected us to formulate the programs that will give impetus to this state in the decade of the seventies and into the future—programs to lead to the good life. At the outset, we might as well face the fact that this will be, at the least, a challenging session.

We are reaching a point where the level of expectations is rising at a rate that outstrips our capacity to provide them, without imposing on ourselves a greater burden of stewardship to the state.

We want better schools. We all want our children to be well taught. We want them to start their education at an earlier age and continue it beyond the high school. We want our schools to

tailor programs to fit the need of every child— the mentally fast and the mentally slow; the student going on to college and the student who wants to prepare now for an occupation.

We are living in an affluent age, but many are left out of the abundance—the mentally and physically handicapped, the children of deprived backgrounds, the aged. Many families live on inadequate incomes.

Sections of our state are waiting to move out economically and industrially. They want and need roads and community facilities to hasten the day.

Thousands living in North Carolina today will celebrate the year 2000—the advent of a new century. We need to make the wisest use of our resources. We need a unified effort. We need to modernize and streamline government. North Carolina has always met the challenge. We have felt no resistance to progressive change. In fact, we have sought it and we have benefited by it. The people of North Carolina have elected you and me to see that the state does what clearly must be done if we are to meet the challenge of the year 2000. We must act now to put the essentials of a good life within reach of every citizen.

INTERGOVERNMENTAL RELATIONS

At this moment, there seems to be little doubt that the biggest challenge of the next decade will be a struggle to improve our environment. It will be an effort to conserve and better utilize our natural resources. There will be a great concern to halt air and water pollution, an attempt to banish hunger, and an effort to remove blight.

Communities will seek more public facilities to stimulate economic and industrial development. Roads and streets, thoroughfares, and rapid transit systems will be built to move people and commerce and, it is hoped, make transportation and travel more safe.

At a time when all levels of government are experiencing unprecedented demands for services, we must recognize that all governmental goals are interrelated. Only by close, coordinated interaction with the federal government and with local governments can the state achieve its goals of better government for all its people. Only through partnership with the state can local governments provide the services its citizens demand. One of the highest priorities during this session and the next four years should be efforts to build an effective working partnership between all levels of government.

I believe we will see efforts during the next four years to place greater responsibility on the state, particularly in the state's relationships with local governments. There are many areas where a better partnership is needed if the state, the cities, the towns, and the counties are going to meet the needs of North Carolinians where they live, work, and play.

In our urban areas, there are problems of income and housing that only the state and municipalities can solve together. There are problems as well in rural areas, and, in many respects, the needs of North Carolina are greater in the rural areas.

I will ask for your support in developing programs that will build a partnership between the state and the communities. Among these programs will be a request, later in this session, for a new department of state government. It will be established for the primary purpose of aiding and assisting local governments to meet local needs. It will not be the most expensive program—in terms of appropriations—that you and I will be asked to undertake during this session and the next four years. The nucleus for such a department already exists within the state. What is needed now is to bring together in one place—hopefully under one roof—and under one administration already existing services which are relevant to modern problems of community life.

Not only will my proposed department actively aid communities, it will in the long run increase efficiency in state government. It will be a service organization whereby the full resources of the state can be called upon by communities for assistance within the entire spectrum of community problems. Let me stress: It will be a service organization and not a regulatory agency. The department will be staffed by individuals—many of whom are already employed by the state although others will be needed—who have ideas and know-how in housing, community redevelopment, economic development, local taxation and capital planning, land use and development, local and regional planning, and recreation planning.

In addition to technical assistance, this department will reap some tangible benefits to the state. It will become an important link in federal-state and local programs. It will strengthen the hand of every local government in making full and intelligent use of all available assistance programs. State government must be strengthened, particularly in its relation to the federal government. I intend to work with the governors of other states to enable the states to have a stronger voice and a greater influence in the

federal system. We will go to Washington to solicit our fair share, and we will not overlook any program. Many assistance programs go untapped, even though they are available to us, simply because we have not made a maximum effort.

To enable the state to take advantage of worthwhile programs that may come along during the biennium, I will request a reserve fund for matching grants. This will be a sum of money set aside to be used, upon the approval of the Advisory Budget Commission, for matching federal grants in which the state feels it should participate.

PUBLIC EDUCATION

Today, more than at any time in our history, North Carolina has the opportunity, challenge, and responsibility of providing a full educational opportunity for every child in the public schools as well as every child who should be in our classrooms.

The opportunity and the task that confronts all of North Carolina is finding the means of implementing and financing a new adventure in public education.

During the past twelve months, more than 500 North Carolinians representing all areas of the state and the major groups involved in public education have studied and proposed for our state the goal of a child well taught. In the broadest sense, this goal means that every boy and girl will learn how to live and how to make a living. That is what education is all about.

State and local governments must be committed to providing the resources that are needed to close the gaps in our public school system. Local governments must take the initiative to see that a comprehensive education is available to every child. In many areas this means the merger of school districts and the consolidation of schools. It means in some cases that local governments must do a better job of financing school programs. At the state level our administrative structure must assure a bold, unified endeavor in public education.

The task ahead of us is a big one, but we must begin. I am recommending to you:

First, that you firmly establish the State Board of Education as the policy formation agency for public education and that the board be given the power to appoint the superintendent of public instruction. In addition, the board should be given the authority to adopt criteria for merging school districts and to consolidate

schools to achieve sound educational programs in all areas of the state.

Second, that financial support of public education be recognized as a cooperative state, local, and federal effort, and that local units be encouraged to provide basic minimum participation. I endorse the principle of state incentive funds to match local funds which are committed beyond the basic program.

Third, North Carolina must make some major alterations in its instructional program if it is to offer a truly meaningful education to every child.

As a top priority we must see that every child has a good beginning in his educational career. A poor beginning often shows up later in low marks, dropouts, and juvenile delinquency. I recommend that you extend public education to five-year-olds. We should begin with an initial effort extended over a period of several years to serve all kindergarten-age children in the state.

I will recommend increased appropriations to offer occupational guidance and training to more students than are currently being reached in our vocational programs. Vocational training needs to be stressed and strengthened in the middle grades, for it may offer many young people their best means of preparing for effective competition in the job market. It may also provide invaluable incentive for potential dropouts to stay in school. Means should be sought to attract more students who need special inducement into a diversified vocational program. Too few of our schools now have student bodies large enough to justify a strong program. Still, effective programs can become a reality by school consolidation or other means of offsetting the handicap of small school units.

Fourth, nothing is more important to our goal of a child well taught than the quality of teacher provided. Our schools must be staffed with competent, dedicated people. We must take meaningful strides toward paying teachers the national salary average. In return for higher salaries, we will expect a renewed dedication from all teachers. At the same time, we must seek solutions to reducing heavy classroom loads.

Fifth, transportation for schoolchildren with special needs and a more flexible transportation service to accommodate special programs is needed.

Further, public school bus transportation should be extended to include urban and suburban children. As long as the state assumes responsibility for school transportation, with all taxpayers supporting it, this service should not be limited to rural children who live more than one and one-half miles from school.

HIGHER EDUCATION

Higher education is another area which must have sustained support. The needs in higher education are many.

Attention must be given to strengthening faculty salaries in all state-supported institutions. There is the pressing need to train more people in the medical and medically related areas and to upgrade library facilities at all institutions of higher learning.

The role of the traditionally Negro institutions must be expanded in the years ahead and special attention given to salaries and remedial assistance in these institutions.

Although I have said many times that not all young people can or should attend a college or university, there are many who should but are not doing so. A relatively low percentage of our students now continue their education beyond the high school. To reach them effectively will require an expansion of the campuses of our existing institutions of higher learning.

Our university must grow physically as the demand increases. But I feel there is a limit in the student population of a given campus which should not be surpassed for effective administration and instruction. Nevertheless, if we follow the philosophy of making a university education available to academically qualified students, it is inevitable that the campus expand. I believe the wise course is for this expansion to occur in other areas of the state. For this reason, I favor the extension of the university system to include Wilmington and Asheville-Biltmore colleges.

Privately supported colleges and universities play an important role in the total higher education program in North Carolina. These institutions educate many students, the cost of which would otherwise have to be borne by the state. Yet many of the church-related, nontax supported institutions face financial hardships.

I recommend, as does the recent study on higher education, a special study to consider a statewide student assistance program.

COMMUNITY COLLEGES, TECHNICAL INSTITUTES

I cannot overemphasize the importance of the community colleges and technical institutes to our overall program of post-high school training. The fifty institutions in this system have grown rapidly, this year enrolling more than 189,000 students. They have done a remarkable job in both technical and vocational instruction and college parallel programs. It is through these institutions that we can make a greater effort to reach more

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people—both adults and high school graduates.

In the technical institutes and community colleges, greater emphasis should be placed on vocational opportunities. Programs should be broadened in this area. They should be developed in coordination with occupational education in the public schools. And this training should be made more relevant to the economy of the state. The emphasis should be on the skills demanded by industry, especially the better-paying industrial and service jobs.

LAW AND JUSTICE

Preserving civil peace has always been recognized as the first responsibility of government. A government that is unable to afford to all of its citizens the security of person and property is not likely to be able to do much else for them.

Today we are faced with an increase in the old and familiar varieties of crime as well as the growth of organized crime and large scale civil disorders. The task of the state is this: to maintain public order while upholding the rule of law and pursuing the goal of justice for all citizens. In addition to maintaining order, the state must ensure that justice embraces the fair treatment of individuals; and fair treatment must extend to all aspects of life insofar as it is within the government's authority to assure it.

We must deal effectively with all aspects of law and justice. My immediate proposals include:

First, the prompt establishment of a police information network which is designed to link the state, national, and all local law enforcement agencies willing to participate, in a high-speed, computerized network for the collection, organization, and retrieval of information on crime and criminals.

Second, bills to strengthen the authority of local government in dealing promptly and effectively with civil disorders.

Third, legislation to state clearly the authority and responsibilities of the administrators of our public educational institutions to deal promptly and effectively with those who attempt to disrupt the normal operation of those institutions and disrupt the educational process.

Fourth, insistence on the equality of treatment of all citizens in their dealings with the agencies of the law, and on the equality of protection of all persons and their property.

Fifth, explore the recommendation of the Courts Commission for the initiation of a public defender system in some areas of the state.

Sixth, strengthen substantially the State Bureau of Investigation by providing more funds for manpower and modern equipment.

On a longer range basis, we must develop a coordinated plan for training of all law enforcement officers in the state and urge local governments to take advantage of these programs. More effective training of enforcement personnel can be accomplished by utilizing fully existing training programs and facilities. At the same time, we should consider the development of a police academy, especially to assure the best training facilities and program possible for our state law enforcement agencies.

I believe there are benefits to be derived from combining the prison, probation, and paroles departments into a comprehensive correction and rehabilitation system. Such a department could give the leadership to increase our efforts to rehabilitate prisoners, especially juvenile offenders. I recommend this proposal be studied carefully by a commission appointed by this General Assembly.

GOOD NEIGHBOR COUNCIL

Understanding and cooperation among the races are essential. While these must be the concern of government generally, we will continue to need for sometime a state agency whose main purpose is the improvement of race relations in the state. Therefore, I recommend that the Good Neighbor Council be continued and that the functions now performed by the chairman be divided between a part-time chairman of the council and a full-time director employed by the council. The late David Coltrane[6] gave the council real meaning—a significance of purpose. He served as both chairman and director, performing both of these tasks well. I am asking that these roles now be divided and strengthened.

I am asking for a full-time director and staff because I feel that

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[6] David Stanton Coltrane (1893-1968), state official from Raleigh; educated, Guilford College and North Carolina State; former assistant commissioner and later commissioner of agriculture; director of Department of Administration, August, 1960-December, 1961; named chairman, North Carolina Good Neighbor Council, June, 1963. *North Carolina Manual, 1961*, 409-410; James W. Patton (ed.), *Messages, Addresses, and Public Papers of Luther Hartwell Hodges, Governor of North Carolina, 1954-1961* (Raleigh: Council of State, State of North Carolina, 3 volumes, 1960-1963), III, 647; Mitchell, *Addresses of Sanford*, 652-653, 743; *News and Observer* (Raleigh), November 1, 1968, hereinafter cited as *News and Observer*.

the role of the Good Neighbor Council should become more than one of mediating disputes. The council should examine state and local governmental practices in employment and in the provision of services. It should encourage the removal of any inequities found, reporting to the governor periodically on problems encountered. The council should continue to encourage and aid the formation of local good neighbor councils and should help mediate racial crises on the invitation of troubled communities.

Finally, recognizing that actions speak louder than words, I believe that nothing will strengthen the confidence of minorities more surely than a voice in government. We will set an example by appointing more members of minorities to state boards and positions and by urging authorities at both state and local levels to follow a similar policy.

TRANSPORTATION

Transportation and roads continue to be a pressing need in the state. It has been estimated that we would need to spend $4.7 billion dollars in the next twenty years to develop the transportation system that is needed to stay abreast of economic growth as well as to curb the rising death and injury rate on our highways.

In the area of highways and transportation, we must be ambitious in our thinking and in our actions—as costly as such a program will be and as pressing as are other programs that demand the state's attention and resources.

I will propose changes in the structure and composition of the State Highway Commission. I favor increasing the commission's membership. A larger commission can better communicate with the people and will be more responsive to the needs of the people. Highway divisions now serve up to fourteen counties. It's difficult for a commission effectively to serve so large an area.

I am concerned that in the areas of highways and transportation we use wisely the large capital outlays that will be needed and that whatever we do now and in the next decades will meet the needs of a growing and changing state. We should think boldly in terms of constructing an arterial system that will move people and commerce through our centers of economic growth and that will link these urban centers with less populated areas of the state that would benefit economically by improved transportation.

Let us remember, too, that people on our coast use the channels

and inlets as roadways. We should give more attention to water transportation. A clear and open channel means as much as a highway to people who depend on the sea for their income.

We must look toward the development of our airports, particularly local airports which are so essential to full industrial development in our state. This is one area in which we can work closely with the federal government to get some of our federal tax dollars back into North Carolina. It again underscores the need to strengthen the role of the state in federal matters.

STATE EMPLOYEES

All of us who are or have been employers know that demanding dedication of our employees is only part of the story. A devoted, hardworking employee is an employee who is adequately paid and who has the benefits that have become a part of the modern, industrial society.

The state can be no different from the business employer. Its employees must have adequate salaries which reflect the rising costs of living. Neither should state employees be expected to conduct state business on a per diem which is inadequate to meet expenses incurred. I favor salary increases and, in addition, an increase in the per diem allowance for both in-state and out-of-state travel.

I will ask you to appropriate funds to provide for time and one-half pay for those employees who perform emergency services to protect life, health, and safety of the public.

The General Assembly should study the feasibility of establishing a longevity and cost-of-living index in the salary schedule of state employees. Under the present system, state employees can receive general pay increases only once each two years. The cost of living has increased 8 percent since the last general pay increase in 1967.

I favor changes in the state employees retirement program and will recommend new benefits which will not require additional appropriations.

Finally, I believe a commission should be established to study various hospitalization plans and medical benefits for state employees—benefits that would be in keeping with the current cost of hospitalization services. This study should be directed toward specific recommendations for a hospital insurance proposal.

NATURAL RESOURCES

I have stated time and again that I want this administration to be known for its concern with planning for the future of North Carolina. Thousands of North Carolinians now living will see the advent of the year 2000 celebrated as the turn of the century.

In these future years, all of North Carolina's resources must be conserved and utilized so that the fullest benefit will accrue to all of our citizens. We must see to it, as we plan for the future, that the great bounties with which God has blessed this land are not wasted, misused, or destroyed.

One of these great gifts of nature is the majestic and mysterious Atlantic Ocean washing our shores. The Atlantic Ocean and our inland waters are frontiers where lie natural resources as yet untapped. With the new emphasis being placed throughout the world on the scientific study of seas, oceans, and water resources, I believe that the state must join in the intensive search for answers to the problems and potentials of the ocean and rivers.

This administration will move to a position of leadership in the field of marine science. We will look for ways to determine how the sea can yield more food, how our coastline can be protected from winds and tides, what mineral resources can be tapped from these depths, and how the beaches and shorelines can be conserved.

We will continue to support programs designed to ensure that all of our natural resources are conserved and that waste and pollution are stopped.

HEALTH AND WELFARE

Our state institutions and agencies in the public health and welfare fields should be commended for their past work. They must have sustained, and in many cases, increased support to stay abreast of increasing patient and case loads.

There are new programs which the state must implement if we are to stay abreast of the needs and the services which are becoming available through the assistance of the state and federal governments. Foremost among these, in terms of the costs involved, will be the implementation of Title 19 of the Social Security Act, commonly known as Medicaid.

The mandatory date for states to implement this program and benefit from federal funds which provide hospital and doctor care, home health and nursing services, and medicines for several categories of the indigent is January 1, 1970. It is essential that

North Carolina implement this program, which has been recommended in the budget now before you.

MENTAL HEALTH

We need to strengthen our program of mental health care, remembering we should never lag in our support for those who are not so fortunate as to be able to help themselves.

I support programs that will aid mentally retarded children. We should establish a diagnostic center to pinpoint in infancy the mentally retarded child.

I believe one of the most critical problems in the next decade and longer will be the shortage of trained manpower in the mental health professions. Of course the shortage of trained manpower is not limited to the mental health profession. We must work on programs to increase adequate personnel in all the health related fields.



North Carolina's cultural resources stretched across the seas to Siena, Italy, where the School of the Arts had a branch. The governor visited Siena in the summer of 1970.

CULTURAL AFFAIRS

North Carolina has long been recognized for its cultural achievements and its concern for the fine arts. We were the first state to finance art purchases, to support outdoor drama, and to appropriate funds for a theater building. We have a school for the performing arts and a fine symphony orchestra which brings good music to thousands of children and adults throughout the state each year.

To enhance our cultural development I feel the state should lend encouragement and, where possible, assistance to cultural programs on the local level. More historic sites need to be restored and preserved. Heritage and tradition are important to a people, and they will mean even more to us in the future.

PARKS AND RECREATION

In the last third of this century, we will find more people earning more money. They will have greater mobility and more leisure time. Experts have predicted that the wise utilization of leisure time will be one of the great challenges of the future. Thus we must continue to provide for adequate recreational programs and areas and gradually to expand our park system after thorough feasibility studies.

In this regard, I feel the citizens of North Carolina are justified in their interest in a major zoological park as a recreation, education, research, and conservation facility. I would like to see North Carolina develop a state zoo, and I recommend that you give careful consideration to the necessary enabling legislation to get it started.

LIABILITY INSURANCE RATES

For some time, I have been concerned about the costs of automobile insurance rates, delays in settling claims, and the litigation time and costs involved. Many other of our citizens share this concern. I think something can be done about liability insurance and its costs, and I believe it is possible for North Carolina to lead the way in seeking ways to halt spiraling rates.

This complex problem involves not only rising prices of automobiles and automobile parts, but our accident rate, the costs of settling claims, and the amount of litigation required.

I urge the General Assembly to appoint a blue-ribbon commission to study this entire area and the problems that contribute

to it and to make recommendations as to what action is needed to make our highways safer and insurance costs lower.

SENIOR CITIZENS

Our senior citizens are valuable assets. They have given of their talents to help North Carolina grow and prosper. Many have much yet to offer in terms of experience and knowledge.

Our citizens over sixty-five years of age should be granted some tax relief so they can live more comfortably in retirement. Too many are hard pressed financially to make ends meet on a fixed income with ever increasing living costs. In my budget message, I will present a tax rebate plan for your consideration. It will be a significant gesture of the state's compassion for its senior citizens.

Because of the limitations of your time, I have not touched on all the matters that will be the concern of my administration. Indeed, I have not gone into great detail about the programs I have proposed.

Whenever it seems appropriate, therefore, I will relay to you additional proposals for your consideration during this session. I will express my views from time to time on matters that come before this distinguished body that affect our state and our people.

Mr. President, Mr. Speaker, my program is geared to developing the good life for all North Carolinians. It is designed to carry out the four broad goals stated in my inaugural address on January 3. I believe it is a sound, sensible program. Moreover, it will bring greater dividends in the future to all of us.

During this session of the General Assembly, we must plan to provide the essentials of a good life. Indeed, a realistic plan for the future can be the start of a better life—a powerful thrust forward on the endless road of progress. The progress we make depends on our working together—carefully and creatively—to build a sturdy and constructive program to strengthen North Carolina and her people. Let the rest of our labors give true meaning and purpose to our noble motto: Esse Quam Videri.

BUDGET MESSAGE

February 12, 1969

[Governor Scott's proposal that the General Assembly impose a tax on tobacco products was an innovation for the Tar Heel State. Reaction was mixed. Wayne County Senator Lindsay Warren, Jr., chairman of the Senate Appropriations Committee, called the Scott program "realistic and obtainable"; the tax proposal was termed "courageous." Senator Claude Currie of Durham County, a county known for the manufacture of tabocco products, commented, "I want to hear the arguments on a tobacco tax, but I'll say this: It doesn't seem reasonable to put more tax on such items as food—as a sales tax increase would do —and leave these other things scot free." B. C. Mangum, president of the North Carolina Farm Bureau, vowed "to stop it if we can." He expressed concern that the governor would tax "a commodity that meant so much to a State as this one does here." Bill Anderson, secretary-treasurer and managing director of the Tobacco Growers Information Committee, said Scott's presentation would spur the tobacco community "to renewed efforts" to fight the tax. The opposition also won the support of Agriculture Commissioner James A. Graham, who felt tobacco was already carrying a heavy tax burden. Senator Ralph Scott of Alamance went along with his nephew's proposals, saying, "He hit the nail on the head with the remark that the tobacco people better be watching Washington." These and other comments were quoted in the *News and Observer* for February 13. The *Charlotte Observer*'s editorial of the same day called the proposal for a tobacco tax "a historic departure. . . . The request is more than justified and represents boldness and resolution. . . ."

Proposals in the area of education also called forth reaction. A. C. Dawson, executive secretary of the North Carolina Education Association, was "extremely disappointed" over the school budget recommendations. Republican Senator Geraldine Nielson of Forsyth felt the state was in a position to reach national salary averages for teachers "in one jump." In its February 13 issue which quoted these individuals, the *News and Observer* joined several other papers on questioning the reason for the omission of a proposal that soft drinks be taxed. The February 13 *Greensboro Daily News*, which also noted the omission of the crown tax on soft drinks, said the recommendations of the governor "cannily combine progress and prudence." The *Wilmington Morning Star* of February 14 called the Scott approach "commendable and refreshing."

Raleigh's morning paper quoted New Hanover's Senator John Burney: "We were like a covey of quails, walking around not knowing where to go. Well, he's flushed the covey." Indeed, the "flushed covey" faced a task of great magnitude as it set about the job of determining where the state's tax dollars should go.

As time passed, tax matters and the appropriations bill were to consume more and more time of the lawmakers. By May 21 Governor Scott was able to issue a statement announcing an upward revision in official estimates of General Fund revenues for the year 1968-1969 and

for the 1969-1971 biennium. Officials of the Department of Revenue, Department of Tax Research, and Budget Division of the Department of Administration, after analyzing the financial situation, had concluded that the 1969 General Assembly would have available for appropriation $18.5 million in additional funds beyond the estimate included in the budget recommendation. The governor, in his May 21 statement, referred to several specific recommendations he had proposed, making it clear, however, that the General Assembly could provide for his supplementary program and still have nearly $15 million available for other projects.

On June 18 the chief executive issued still another statement in which he commended the House and Senate for their approval of the appropriations bill. No one got everything he wanted, Scott said, but he felt the bill was a good one. The question remaining was whether or not there should be a cigarette tax and, if so, how much—a question which had become a political issue. The governor called on the legislators to come to grips with the questions facing them. The statement emphasized the stand of the administration which believed that the highest priority was to fund programs already enacted in the appropriations bill; that no further reductions should be made in the budget; that the programs should be funded as recommended by the House Finance Committee the preceding week, including the 5-cent-per-pack tax on cigarettes; that the legislature should not feel it had to approve the entire package or nothing. Scott said the administration would accept the judgment of the caucus within certain considerations: no reduction in the budget; no additional sales tax to finance General Fund appropriations; no increase in personal income tax; no use of lapsed salaries or other such measures to balance the budget. He suggested three alternatives: the tax package as presented, including the 5-cent cigarette tax; the tax package as presented with a 2-cent-per-pack tax on cigarettes and a 1-cent tax on soft drinks in lieu of the 5 cents on cigarettes; the tax packages as presented but instead of 5 cents on cigarettes an increase of 1 percent in corporate income tax and a 1.5-cent tax on cigarettes. Scott favored recommendation of a 5-cent tax on cigarettes, but he emphasized that the decision was that of the General Assembly. The assembly, before adjourning, provided that there be a 2-cent-per-pack tax on cigarettes and a 1-cent tax on soft drinks.]

Mr. President, Mr. Speaker, members of the General Assembly of North Carolina:

The Executive Budget Act requires the governor of North Carolina to come before the General Assembly to present a recommended budget for the coming biennium.

The proposed budget must, by law, be balanced with respect to income and expenditures. This requirement is wise, and it has saved us many headaches and helped us to avoid many pitfalls. It has been a big factor in maintaining fiscal responsibility. It has enabled us to enjoy the highest credit rating available to state

governments, something that few other states can claim. The "balanced budget" requirement of our law must not be altered.

I appear before you today to report that the government of North Carolina is financially sound in every respect. Revenues have exceeded expenditures during the past eighteen months. Careful budgeting by the 1967 General Assembly and prudent spending during the current biennium will enable us to anticipate a credit General Fund balance on June 30, 1969, of approximately $127,431,000.

It should be stated clearly that this is not a surplus. The sum represents receipts over expenditures and reversion of unexpended appropriated funds. It will be carried forward into the coming biennium and has already been included in the construction of the recommended budget.

On your desks when this General Assembly convened you found four budget documents: the "A" Budget, representing the money needed to maintain current programs at their present level of operation; the "B" Budget, representing the requests and recommendations to improve and expand current programs to establish new programs; the "C" Budget, representing requests and recommendations for specific capital improvements; and the Budget Summary, which also contains the budget statements.

The budget recommendations presented to you on January 15 are those of the administration of my predecessor, Governor Moore. It was compiled by the Advisory Budget Commission after many hours of hearing testimony by state agencies and visits to state institutions and facilities throughout North Carolina. A tremendous amount of time and effort by the Advisory Budget Commission, the Budget Division staff, the previous director of administration, and administrators of state agencies have gone into the making of that budget, and I commend them for it.

The budget process in North Carolina is cumbersome and slow, but I doubt that there is a state budget anywhere that is more carefully scrutinized and analyzed than ours. The taxpayer of North Carolina can rightfully feel that his tax dollar is very carefully weighed before being appropriated.

I commend the "A" Budget to you and recommend its adoption.

The General Fund "B" Budget requests totaled more than $523,910,452 as state agencies sought money to expand programs or to initiate new ones.

The recommendations found in the "B" Budget, however, totaled only $173,444,097. This was a great disappointment to many.

But the recommendations represented the best judgment of the previous administrations in appropriating the estimated available funds, including the anticipated General Fund credit balance of $127,431,000.

I have examined carefully this proposed "B" Budget. Department heads have talked with me and my staff of their needs. I have received much correspondence from citizens who have expressed concern for certain items which were not included. After careful review, I conclude that the recommendations found in the "B" Budget can be justified and are very much needed. Therefore, I commend those recommendations to you and urge their adoption. But I find that additional appropriations are essential to the progress of our state.

We cannot turn our backs on the times, nor can we simply mark time and allow the measure of our advance to slip away from us. Most important of all, however, we cannot forfeit our future. We must, indeed, make a greater investment in that future:

First, by assuring good health, both physical and mental, for all our people and especially for our children.

Second, we must provide a greater economy potential for our people, especially the young who are potential dropouts rather than self-supporting citizens.

And third, we need to give great help to our communities so they may go forward in peace and harmony.

To this end, I am asking that expanded programs in mental health be initiated; that a rejuvenated vocational education program be provided in the middle grades in our schools; that a Department of Local Affairs be created to give assistance to community development; and that our Good Neighbor Council be enlarged and given sufficient funds in prospective programs in human relations.

I will have more to say about these and other programs later in this message, because these are steps that must be taken to protect our investment in the future of North Carolina.

CAPITAL IMPROVEMENTS

The General Fund "C" Budget, often called the "bricks and mortar" budget, recommends that a total $55,957,082 be allocated for capital expenditures. This does not, of course, meet nearly all the needs of our state, which is growing rapidly. Again, however, it represents the best judgment for the wise use of available funds by the previous administration. I recommend, therefore, the adoption of the "C" Budget recommendations.

The total requests from all sources by all agencies for capital improvements is $400,005,999. The "C" Budget recommends an appropriation from all funds of $89,636,082, leaving a balance of unmet needs of $310,369,917 for capital improvements alone.

We cannot realistically meet all of those needs, even with a capital improvements bond issue. As much as I would like to get on with the building of many new facilities for our educational institutions, mental hospitals, and other needed service agencies, I do not recommend a capital improvements bond issue at this time.

The current bond market and interest rates present a very difficult situation for a new bond issue. Interest rates have reached all-time peaks for the past fifty years and are currently holding at that level. The cost to the state for a bond issue would likely be the highest in our history. It is hoped that interest rates will not exceed their present level and, before the next General Assembly meets, will recede somewhat. Perhaps a bond issue can be considered at that time.

You will recall that the General Assembly of 1967 appropriated in excess of $110 million from the General Fund for capital improvements, which did not include over $75 million dollars from self-liquidating, federal, and other funds. Much of this construction is still going on and the buildings are yet to be used. Further, I am convinced that many of our institutions of higher education can make more efficient use of their classroom space.

I do ask, however, that you add to the "C" Budget from the General Fund, the sum of $2.5 million for capital improvements. This money would be used to provide buildings and equipment to treat mentally retarded infants, house the School of Allied Health Professions at East Carolina University, and provide for a livestock and poultry disease diagnostic laboratory.

There are many more capital improvements which are very much needed and which can be justified, but I do not feel that these can be funded from General Fund revenues. The pressing needs of our colleges and universities, the medical school at Chapel Hill, our mental institutions, prison systems, parks, and all others can only be met by a capital improvements bond issue which, in all honesty and with great reluctance, I cannot recommend at this time.

I return now to a consideration of the "B" Budget— the budget that provides for new programs and the improvement of current programs.

The thrust of my administration will be to look to the future and prepare for it. This will require sharp emphasis upon comprehensive long-range planning. It will require efforts now to assist local governments in finding ways to meet their increasing complex problems.

The core of this program will be a new department of state government to provide expanded service to local governments. It is not intended to be a regulatory agency but one that will assist our counties and towns, particularly the smaller ones without the needed staff or budget, to plan for the future and to get the maximum benefit from the multitude of federal funds available.

The nucleus of this department already exists in our state government. By the pulling together into one department those programs already existing, there will be a net reduction in the number of separate agencies, something that is to be highly desired.

I consider the establishment of this Department of Local Affairs to be a high priority item.

I recommend that state employees under the State Personnel Act be given an average 10 percent salary increase on a graduated scale, with those in the lower salary range receiving a greater percentage than those in the higher range. To me, the "across the board" principle is not always equitable—and thus the recommendation for a graduated scale. Contrary to the thinking of some, I believe this method can work and that it will be a more equitable method of salary increases.

Comparable salary increases should also go to those not under the State Personnel Act, such as school bus mechanics, extension service secretaries, etc.

Much has been said about bringing teacher salaries up to the national average. That is my goal. But it cannot be accomplished entirely during this biennium. Instead, the goal of a national average for our teachers must come in two steps, one in this biennium and one in the next.

The current "B" Budget recommends a salary increase of 5 percent in 1969 and another 5 percent in 1970. I am recommending that this figure be doubled to 10 and 10. This will require $50,633,565 over and above that presently recommended. I believe that is all the state can afford at the moment.

We must remember that it is exceedingly difficult for us to pay the national average for our professional educational people

when our citizens, who must foot the bill, do not have anywhere near the national average personal income from which to pay taxes. Further, when we speak of increasing educational salaries, we are talking about almost 45 percent of the General Fund budget for teachers alone. Nevertheless, we must reach the goal during this administration. This recommended increase will bring it within our grasp two years hence.

While we are on this subject of teacher salaries, I suggest that when we reach the national average figure, that there be a method devised to pay an educator according to his worth. Many are better than average. Others are below. It doesn't seem equitable that they all be paid the same. The better teachers are penalized and the poor ones are subsidized, and the child in the classroom is the victim of the system.

I am recommending a salary increase of 8 percent the first year and an additional 8 percent the second year of the biennium for faculty salary increase at our institutions of higher learning. This will cost about $7.5 million in addition to the present recommendations for this group of employees. For faculty salary increases in our community college system, I am recommending 8 percent the first year and 8 percent the second year of the biennium, which will cost over $3 million beyond the "B" Budget recommendations.

I feel it is only fair to provide school bus transporation for children who live in urban areas just as we have had for rural students for many years. All parents, regardless of where they live, pay the cost of our school transportation system.

Further, I believe it is imperative that we provide school bus transportation for special education systems—those who must travel to another school to attend classes for the emotionally disturbed, the educable mentally retarded, and the physically handicapped. Therefore, I am recommending that $3,298,552 be appropriated for urban student school transportation and an additional $735,847 be appropriated to provide school bus transportation for handicapped children.

School dropouts continue to be a serious problem in our educational program. It is a definite factor in our low per capita income. Somehow, we must find the means to interest our children in continuing their education.

A comprehensive program of occupational education for children in the middle grades will be a giant step toward reducing the school dropout problem. Adding more teachers to already

existing vocational programs will not solve this problem. We cannot implement this program all at once, but we can begin. A workable course of study, and plans to implement it, are presently under way in the Department of Public Instruction.

Therefore, I recommend that the sum of $4 million be set aside in a reserve fund to be held in the Department of Public Instruction when the plan is ready to implement.

I further urge that the State Board of Education reexamine the entire vocational education program to this end that our students may be offered a wider variety of opportunities in this area. I am concerned that the student receive vocational training, industrial training, and occupation guidance in keeping with a modern North Carolina and that we prepare him for life in his future rather than in our present.

I want to expand programs for retarded children and mental health generally. My recommendation will require about $2.31 million additional appropriations.

A major need in North Carolina today is to strengthen the hand of our law enforcement agencies. This can be done to some extent by tightening up and clarifying the criminal laws in our state. With a growing population, however, and the increased incidence of crime, especially the use of drugs among our young people, it is urgent that we provide better equipment and more manpower for our law enforcement agencies. To improve our efforts in law and justice in North Carolina, I am recommending that an additional $3.025 million be appropriated in this general area. These funds will be used primarily to implement the Police Information Network (PIN), linking all of our law enforcement agencies together, and more manpower and better equipment for the State Bureau of Investigation.

The Governor's Coordinating Council on the Aging has completed a comprehensive study on the problems and needs of our elder citizens in North Carolina. I commend this report to you. Inasmuch as the state provides no benefits to senior citizens in the low-income brackets, those who need assistance the most, I am recommending that a tax refund of $25.00 be given to all persons sixty-five years or older who have income of less than $3,000 annually. This program will result in a loss to the General Fund of $16 million for the biennium.

There are many single people today who cannot qualify for a head of household exemption but who are maintaining a house or apartment for themselves. This is an inequitable tax.



Standing behind the governor are members of the Council of State: Robert Morgan, attorney general; Thad Eure, secretary of state; Edwin Lanier, commissioner of insurance; Frank Crane, commissioner of labor; A. Craig Phillips, superintendent of public instruction; James A. Graham, commissioner of agriculture; Edwin Gill, state treasurer; and Henry Bridges, state auditor. The picture was taken in 1970. (Photograph by Clay Nolen, Department of Conservation and Development.)

I recommend, therefore, that single people be granted state income tax exemptions equal to those presently receiving the $2,000 exemptions. This will result in a net loss from the General Fund for the biennium of $5 million.

Other additions to the "B" Budget recommendations that I propose include funds to upgrade and strengthen the Good Neighbor Council, provide a beginning for a state zoo, funds to match anticipated federal grants in the new area of marine sciences and for soil and water conservation programs, and reserves to match anticipated federal grants. This will call for $3.515 million additional money.

The additions to the "B" Budget that I have recommended add up to slightly over $92 million.

Add to this the $21 million loss in General Fund revenue from tax relief recommendations and the $2.5 million for capital im-

provements, and we have the grand total of $115,865,665 in additional revenues needed for our General Fund.

An additional $5 million will be required from the Highway Fund to meet the salary increases proposed for state employees whose salaries come from highway revenues.

TAX RECOMMENDATIONS

Mr. President, Mr. Speaker, I recommend to this General Assembly that the money to implement my recommendations to you be provided from the following sources. (All figures are for the biennium.)

An additional 10 percent tax on liquor which will yield $26 million.

An increase in the tax rate on beer by 1.5 cents per bottle over 6 ounces but less than 12 ounces, and equivalent rates on other quantities, with the state to retain all additional revenue. This will yield $15 million.

A tax on cigarettes at the rate of 5 cents per package of twenty will yield $50 million.

A tax on cigars of 2 cents each will yield $7 million.

An increase of .5 of 1 percent in all rates on insurance premiums will yield $10 million.

An increase in the sales tax on motor vehicles, boats, airplanes, and locomotives from the present 1.5 percent to 2 percent with the maximum remaining at $120 will yield $8.5 million.

An increase in bank excise tax rates from the present 4.5 percent to 6 percent will yield $1 million.

An increase by one fourth in the rates at which building and loan associations are taxed will yield $1 million.

These recommended sources and rates will provide $118.5 million for the General Fund.

The enactment of these recommendations will meet my recommended additional General Fund expenditures and provide a cushion of over $2.5 million.

HIGHWAY FUND

We must have more money for road construction and maintenance. Costs for both maintenance and new construction have risen sharply, at a far greater rate than our highway revenues. In addition, the increasing operating costs of the Department of Motor Vehicles, including the adding of highway patrolmen, continues to drain away funds that most people believe are available for roads.

Most of the requests, verbal and by mail, coming to my office are pleas from our citizens to improve our roads, both primary and secondary.

A thorough study by a commission named by Governor Moore reveals that under our present system of financing highway costs, there will be no money left from state funds for new construction by 1974.

I repeat, we must have money for roads.

Therefore, I strongly recommend that motor fuel taxes be increased by 2 cents per gallon and that license taxes on automobiles, trucks, and other vehicles be increased by one fourth.

The motor fuel tax will provide $88 million and the increase in license fees will yield $21 million for a total income to the Highway Fund of $109 million for the biennium.

I point out that this figure would yield more funds for the Highway Department during my administration than the $200 million secondary road bond issue passed during my father's administration twenty years ago. Of course, it will not go nearly as far because of inflation and higher engineering requirements; also, these funds will not be earmarked for secondary roads alone.

Mr. President, Mr. Speaker, up to this point, I have discussed with you my recommendations for needed additional expenditures and where I propose to raise the money to pay for them.

Now, let me return for a moment to my General Fund tax recommendations.

I wish to comment with respect to my recommendations for a tax on cigarettes. First of all, I would not have recommended a cigarette tax if I had any reason to believe that such action would hurt the tobacco warehouseman, the tobacco manufacturer, and especially the tobacco grower. It will not, and anyone who thinks it through knows it will not.

First of all, we are talking about only 2 percent of the flue-cured tobacco grown in North Carolina. This amount is sold in the state, whereas 98 percent of the crop is sold elsewhere and is already taxed. A 5-cent tax on 2 percent of the crop is not going to affect sales.

Tobacco prices are supported by the federal government. There is a floor underneath tobacco prices so they will not be reduced and the farmer will not be hurt.

I honestly feel that our failure to levy a cigarette tax has hurt our relations with other states, particularly with congressmen and senators from other states. We must remember it is these people

who have the power to destroy the tobacco price support program and impose restrictions on the advertising of cigarettes. Such action at the federal level would seriously harm the tobacco industry and directly reduce income to tobacco growers, warehousemen, and manufacturers.

My friends in the tobacco industry, and there are many, would be best advised, in my honest opinion, to concentrate their energies in Congress to save the price support program and prevent the ban on cigarette advertising, which is clearly a very real danger in this session of Congress.[7]

My only regret in recommending a cigarette tax to this distinguished body is that when I campaigned for this office, I said I was opposed to such a tax. But I also stated, that if it became necessary to meet the essential needs of our state, then I would have the courage to seek the necessary revenue. It has been said that when confronted with the facts "a wise man will change his mind, but a fool never changes his."

Since assuming my responsibilities as governor, I have been confronted with facts—facts supporting the overwhelming needs of our state, not nearly all of which can be met even if we levied a tax of 10 cents per pack. So I make this recommendation with no apology, but only with explanation. I am man enough to stand before you today to say I have found it necessary to change my earlier opinion. My responsibility to the entire state and all of our people transcends the desire to assist an industry.

Finally, I believe it is time to destroy the myth that tobacco is king in North Carolina. Income from livestock and poultry already exceeds that of tobacco. True, it is very important to our economy and will be for as long as man wants to enjoy a smoke. But tobacco must not dominate our thinking to the detriment of our progress.

Now I would like to comment on the sharing of state-collected revenue with local governments, specifically the state-collected sales tax. I am opposed to the state collecting an additional sales tax, which now includes food, and giving it back to local govern-

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[7] Governor Scott's warning was a very real one. Public Law 89-92 (15 U.S.C. 1331-1338) was amended by Public Law 91-222, April 1, 1970. Section 6 of the "Public Health Cigarette Smoking Act of 1969" provided: "After January 1, 1971, it shall be unlawful to advertise cigarettes on any medium of electronic communication subject to the jurisdiction of the Federal Communications Commission." See also headnote to testimony of Governor Scott before the House Committee on Interstate and Foreign Commerce, April 24, 1969, page 158.

ments to spend. Many local governments do need financial assistance. Some do not. I feel strongly that every local government should first utilize its existing revenue sources before turning to the state for more unrestricted funds. I am not convinced that the majority of our local governments have made full use of their available resources.

Further, in many cases, more efficient use of the local government tax dollar can be achieved by consolidating county and city governments, consolidating school administrative units, and sharing services among counties. Many counties have glaring exemptions or inequities in their ad valorem tax structure.

Mr. President, Mr. Speaker, I caution members of this General Assembly to protect from further erosion the revenue sources available to the state. You must provide future administrations with the means of financing the expanding needs of a growing state. It is poor business to erode the tax sources of the state, knowing full well that the demand for state services will increase in the immediate future. There is every reason to believe that the pressure for revenue will be just as great, or greater, on future General Assemblies as it is upon us here today.

Let me remind you, too, that the state of North Carolina already provides many services and much money for local government. The state pays the cost of construction and maintenance of all roads and streets, except those streets not on the state highway system. Many of the major city thoroughfares are on this system. In addition, incorporated municipalities receive Powell Bill funds to aid in street improvements and construction.

Most people believe the state receives the intangibles tax, and we are constantly urged to eliminate this tax, but this $17 million goes back to local governments with only a small service charge for the actual cost of collection.

On July 1, 1969, the municipal share of the utilities franchise tax will increase from the present .75 of 1 percent to 2 percent. This will be one third of the total 6 percent that the state levies. This means that $4.95 million will go back to municipalities in the first year of the upcoming biennium. On July 1, 1970, the municipal share of this tax will go to 3 percent or one half of the state's levy of 6 percent. Thus, in the second year of the biennium $9.65 million will be returned to local governments—money that once would have been available to the state.

The state pays educational personnel, admittedly not enough, but it provides the base. It provides the school buses and pays the

drivers. It shares in the cost of school operating funds. Many small towns receive technical services such as planning assistance. The Local Government Commission and the Institute of Government render great service to local governments.

All these services, and more, are being provided already by the state and my proposed Department of Local Affairs will give even greater assistance. So do not labor under the illusion that the state does not assist local governments, because it does in many ways.

I have stated many times that local governments must be strengthened. I still hold that view. But they can be strengthened best by changes in the law to allow more home rule, consolidation of services, merging of governmental units, broader local taxing powers, and more technical and long-range planning assistance by the state.

Mr. President, Mr. Speaker, Members of the General Assembly, my fellow North Carolinians, government cannot sit off in a special place untouched and unscarred by the rising cost before us in our daily lives. It cannot command such an isolated position. We must meet its demands, just as we rise to meet the demands in our personal lives. We must respond realistically to government's potential. When we do, we are responding to the people.

Failure to take our place in what our state clearly must do would be negligence in meeting the responsibilities that the people have placed with us. In turn, I want to do what I can do to make our state more responsive to the evident needs of our people—needs which can be met in the framework of reasonable thought and action.

I believe you feel the same way. I have strong confidence that the people will recognize our good intent, our mission, and our goals in the cooperative and constructive spirit that has marked our state in the past.

As governor, I welcome reaction of our people to what I have proposed; for what we are doing must always be viewed to be in the public's interest.

And as I seek this public expression, I only ask that the people look constructively and devotedly to our state. I ask them, and you, to consider what our state is now, what it should be, and what it can be, if we face our problems and show courage and corrective efforts in doing our best for those who look to us to do our best—meaning all the people of our state.

This budget, then, is open for appraisal by you and by the people. In turn, I can see that if all of us face it and deal with it and make our decisions through it, North Carolina certainly will be served well. I am sure you know that I would not presume to tell you what to do or where to levy taxes that will produce the additional money needed to render these vital services to the people. I have mentioned several sources and types of tax levies. These I recommend as a result of careful and thoughtful study; these are suggested by me for your consideration, along with other sources and types which you may wish to consider.

The decision as to where the money comes from is your decision. Your best judgment will be acceptable to me. I urge you to levy such taxes as in your judgment will be fair, reasonable, and sufficient to provide for the urgent needs of the people of our state. I earnestly make these recommendations and suggestions to you, and they are made without reservation.

Mr. President, Mr. Speaker, I close with a quote from Oliver Wendell Holmes, Sr.:

> I find the great thing in this world is not so much where we stand, as in what direction we are moving: To reach the port . . . we must sail sometimes with the wind and sometimes against it—but we must sail, and not drift, nor lie at anchor.[8]

[8] Oliver Wendell Holmes, *The Autocrat of the Breakfast-Table* (London: [J. M. Dent & Sons, Ltd.], Everyman's Library, 1965 [reprint of 1858 publication]), 88.

LEGISLATIVE MESSAGE ON ESTABLISHMENT OF DEPARTMENT OF LOCAL AFFAIRS

March 27, 1969

[In his third appearance before a joint session of the General Assembly, Governor Scott asked for the establishment of the Department of Local Affairs, which he considered "a key element in the determined efforts of this administration to form a true partnership with local governments." He also asked for certain other reorganization and expansion, particularly within the Department of Administration, and for supportive appropriations. There was almost no editorial comment in North Carolina newspapers following this address. The legislators, however, looked with favor on the governor's proposal for a new department and *Session Laws of North Carolina, 1969*, c. 1145, became law. The act provided for the establishment of the North Carolina Department of Local Affairs, provided that the North Carolina Recreation Commission would be transferred to the department as a division therein, that the Governor's Committee on Law and Order would also be transferred and made a division within the new department, and that such sections of the State Planning Task Force Division within the Department of Administration as the governor should direct would be transferred and made a division within the Department of Local Affairs. The act became effective July 1, 1969.]

Mr. President, Mr. Speaker, members of the General Assembly of North Carolina:

I appreciate the privilege you have given me to come before you again during this session. I am aware of the demands made upon your time, especially now that you are deeply involved in discussing the issues that are before you. But I ask for some of your time today in order that I might present for your consideration a new program for North Carolina.

In my legislative message to you on January 22 I stated that I would ask your support in developing programs that will build a partnership between our state government and our local communities. There has been much concern expressed in recent months over the need to strengthen local governments. These expressions have come from local government officials, community leaders, and the general public. Part of this concern stems from the growing awareness that unless action is taken, local governments—those closest to the people—will become largely ineffective. Indeed, many are finding it increasingly difficult to cope with the pressing problems of a modern society.

Since our counties, cities, and towns are created by the state, I feel the state has an obligation to provide them with technical know-how, planning assistance, and other services to enable them

to cope with twentieth century problems and to plan for the twenty-first century.

To aid in this essential effort, I ask this General Assembly to establish a new department of state government to be known as the Department of Local Affairs. This department will be used primarily for the purpose of aiding and assisting local governments to meet local needs, both immediate and long range. It will be a service agency, staffed with competent individuals who have the expertise in such areas as community planning, economic development, recreational planning, housing, land use and development, and other vital areas.

I intend for this new department to work in close cooperation with all local governments. Equal attention will be given to counties and municipalities. It will make no difference whether the local government is large or small in terms of population, economic wealth, or geography. The services of this department will be available to all.

To assure this close cooperation I ask that an Advisory Council on Local Affairs be established to work with the director and the department. At least six members of this eighteen-member council will, at the time of their appointment or within the preceding two years, have served as a mayor, a member of a municipal governing board, or as a county commissioner.

There will be advisory committees on recreation, law and justice, and other areas of work by this department. In short the department will be so organized as to assure local governments a strong voice in its policies and programs.

Mr. President, Mr. Speaker, I consider the establishing of this department to be a key element in the determined efforts of this administration to form a true partnership with local governments. In addition to our 100 county governments, there are over 425 incorporated municipalities. There are also many unincorporated communities ranging all the way from a few families around a rural crossroads to the community of Kannapolis. Many have formed themselves into sanitary districts or water districts.

Most of these counties, municipalities, and unincorporated population centers do not have the manpower, the finances, or the technical knowledge to deal adequately with the modern-day problems suddenly thrust upon them. Many are not able to take advantage of—indeed some do not have knowledge of—federal and state assistance programs available to them. Yet their problems increase and their needs mount.

Much has been said about the needs of our local governments and what can be done to assist them. My administration is committed to providing this type of assistance. I am convinced our people want it. I ask you to join with me in making it possible by establishing the Department of Local Affairs, a major new department of our state government.

Another essential step in our effort to strengthen local governments in this state is the matter of constitutional reform. I am pleased that the Local Government Study Commission has placed such reform at the top of its list of many worthy recommendations. I concur in that priority, for the bedrock of democratic government is its constitution.

The language of 1868 has served well. Its basic conservative philosophy should be retained. State supervision of local fiscal affairs is sound and should be continued. But we must not forever cling blindly to the past when facing the problems, challenges, and opportunities of the future. The language of 1868, written in the context of the past century, must be updated and modernized.

Those constitutional provisions which limit the power of the General Assembly to legislate for the 1970s and beyond must be revised. Barriers to effective change in form and structure of local government must be removed.

My program for local government is in reality a program of better services for all the people of our state. Its aim is to provide a sound and wholesome balance of urban and rural life. With these principles in mind, I urge your careful and studied consideration of constitutional reform for local government.

OTHER INTERNAL REORGANIZATION

In order for our state government to operate more efficiently in the coming years and to fulfill its obligation to be more responsive to the needs of our people, I am recommending that there be a reorganization of certain policy-making boards and agencies of our state administration.

Already you have before you a bill that would reorganize the Board of Conservation and Development along the lines recommended by the study commission established by the 1967 General Assembly. I urge the enactment of this bill for I believe it will give a better balance to the mission of the department in broad areas of development, conservation, and tourism.

Soon to be introduced for your consideration will be a bill to provide for additional highway commissioners. The enactment of that

legislation will enable the Highway Commission to be in closer touch with the people. It will enable the commission to give closer and more immediate attention to the road needs of our counties. I ask you to adopt this proposal.

Article 36 of Chapter 143 of our General Statutes, enacted by the 1957 General Assembly, provided for a Department of Administration. This department has served well, and it is essential to the effective operation of our state government.

This department really serves as an extension of the Governor's Office. Within it are located six divisions: Budget, Property Control, Purchase and Contract, General Services, State Planning Task Force, and Data Processing. Two of these, Budget and Purchase and Contract, are required by statute to be in this department; others are authorized but not required. With the exception of the Budget and Purchase and Contract divisions, the director, with the approval of the governor, may add divisions, abolish divisions, and otherwise reorganize the department "necessary or convenient for the efficient performance of the duties and functions of the department."

I am convinced that the department needs to be reorganized for more efficiency. Present authority exists to do this, but some additional funds will be needed to make such reorganization effective.

As you know, in recent years there has been a tremendous increase in the number of new federal programs. Many of these directly concern North Carolina. I feel that our state is not fully utilizing some of the programs that can be helpful to us and that we are not aggressive enough in getting some of our federal tax dollars back into North Carolina. Further, these federal programs have grown both in number and in scope to the extent it deserves our full-time attention.

Therefore, I am asking that $36,500 be provided to establish within the Department of Administration an Office of State-Federal Relations. This office will be responsible for state-federal liaison on behalf of the executive branch of state government. This office will serve as a key point of contact with federal offices, agencies, and programs, and will conduct the staff work for the governor and the Department of Administration.

The Division of Property Control and Construction needs to be reorganized to handle more effectively the increased work load resulting from increased numbers of state buildings and property, both existing and planned, under its supervision. It is proposed that this division be renamed the Property Management and Con-

struction Division and that it be split up into three sections: Architecture and Engineering, Real Property Management and Control, and Legal. Salaries and support needed will be in the amount of $108,000.

The State Planning Task Force was created during the Sanford administration and strengthened during the Moore administration. The time has now arrived where this division should be further strengthened by additional inputs of personnel and expertise to serve adequately the state's comprehensive long-range planning and development needs. This change is needed to cope with the complex long-range planning problems of the new century already rushing upon us.

The State Planning Task Force, therefore, will be reorganized into a Division of State Planning and Development. It will have the responsibility to coordinate existing state programs and to organize agency plans for future programs and needs of the state.

The basic functions at this level are coordination and integration of line agency planning, and provision of information on state-wide goals, policies, and means of implementation to the executive and legislative branches of government.

The State Planning Task Force would be incorporated into this new division, and additional funds for support would amount to $112,000.

It is an objective of this administration to provide for our citizens as efficient government as possible. To do this requires a constant review of organization methods and procedures of all state agencies and a formation of plans for needed improvements in organization.

Authority to accomplish this goal is already provided in General Statutes 143-341(5), but this program has never been implemented. It is needed. Therefore, it is proposed that there be established a new division within the Department of Administration to be known as the Administrative Management Analysis Division. This division will provide staff assistance to the governor and the Advisory Budget Commission, two thirds of whose membership are members of the General Assembly. It will make studies and in-depth analysis of budgets and organization and will establish cost-benefit ratios where applicable to state programs. Such findings will be presented to the Advisory Budget Commission and to the Governor and would be available to the General Assembly.

Funds to support this new division will amount to $108,000.

Other divisions of the Department of Administration—Budget,

Purchase and Contract, General Services, and Data Processing—would function as they are now constituted.

The work of the department has expanded considerably from its original two divisions. Responsibilities of the department have increased in number and complexity. The work load on the director has increased greatly in the last twelve years. Therefore I am recommending that a position of deputy director be established to assist the director in the implementation of these expanded programs and responsibility. The deputy director would act in the absence of the director. Salary and supporting expenditures for this position, together with secretarial assistance would amount to $36,000 for the biennium.

Mr. President, Mr. Speaker, this message today, together with my two previous appearances before you, embodies the essential elements of my program for progress for the people of our state.

There are three alternatives before us:

One is to do nothing about increasing revenues. In this time of mounting costs, enlarging needs of a growing state, and greater federal challenges in terms of matching money, to accept this alternative would cause us to go backward.

The second alternative is to provide those revenues which would enable us to remain merely where we are with no forward motion. This is not in keeping with our philosophy or tradition as a state.

The third opportunity is the course of courage. To me it is the only acceptable alternative.

I have been in office less than three months. But I am made more aware each passing day that with the proper direction and leadership, North Carolina can become outstanding in its capacity to make maximum use of its potential.

During the past few weeks, I have had the opportunity to chat with you at the breakfast table, in my office, or at dinner at the Executive Mansion. You have strengthened the conviction I already hold that you want to serve your constituents conscientiously and that you are dedicated to your responsibilities as elected members of a truly great deliberative body—the General Assembly of North Carolina.

As you go about your tasks during the remaining weeks of this session, I ask you to keep in mind one thought: The programs I have presented to you are no monument to me as an individual. There are no frills in what I am proposing—no luxuries. What I have recommended, either in programs or revenue sources, is not frivolous. It is not a question of what one man wants. It is a larger

question of what North Carolina needs. No citizen of North Carolina will suffer unduly by supporting my program. But thousands will benefit because you were willing to enact it.

The people of North Carolina elected me governor to provide the needed leadership during these four years. The program I present to you will enable me to fulfill better that obligation. It is my responsibility as governor to present a program and the ways in which it might be financed. This I have done. You have the responsibility to evaluate both my proposals and the means of financing. I am confident you will do so with the best interests of *all* of North Carolina at heart.

Leadership—that is what I impress upon you today. That is what the people want. Let each of us in our respective positions of leadership be honest enough and courageous enough to admit one thing: To be influenced in our decisions by the cries of the faint-hearted or the vocal disgruntlement of leaders of special interest groups who resist the necessary means of financing essential programs is indefensible leadership, and it betrays those we represent.

I implore every member of this General Assembly to rise to the challenge we clearly face. Listen to the voice of reason and logic—not to emotion or special interests. And let us ask divine guidance that our conscience can distinguish between the two.

Who will provide the leadership? As your governor, I will.

Who can get the job done? Only you, the members of this General Assembly.

Let us all have the courage to "Go Forward" again.

LEGISLATIVE MESSAGE

January 14, 1971

[In his first message to the 1971 General Assembly, Governor Scott blasted the hopes of many who had supported increases for their favorite projects. The address led to much newspaper comment the following day. The *Charlotte Observer* of January 15 called his fiscal proposals those of "a budget that is more bearish than bullish." An editorial in the *Greensboro Daily News* on the same day was headed "A Safe Budget," and its deficiences were pointed out: only 10 percent increase for teachers, lack of support for kindergartens, lack of personnel for the Department of Water and Air Resources, lack of funds for city school bus transportation, and others. "In each of these omissions . . . there is the provocation for a budget fight. Governor Scott has acknowledged as much. But the state constitution calls for a balanced budget, and if there are to be no new taxes we believe the legislators must re-examine a few of the sacred cows." Though the *Asheville Citizen* also mentioned omissions, it noted "that the budget items have been considered carefully and the money available thoughtfully apportioned." The *Wilmington Morning Star*, in a down-to-earth comment, said, "But maybe the main reason for voting for —or against—the $4.3 billion budget will be because of a successful exercise in wheeling and dealing and horse-trading." The *News and Observer*, in an editorial entitled "The Budget: Big and Realistic," reminded readers that Scott had steered through the 1969 General Assembly several controversial tax bills, that reality dictated the decision not to seek new levies in 1971. "Those factors considered, the recommended budget is, in general, a reasonably impressive and progressive-looking document."]

Mr. President, Mr. Speaker, and members of the General Assembly of North Carolina:

Welcome back to Raleigh, the seat of our state government. My associates and I in the executive branch of government look forward to working with you during this one hundred and twenty-ninth General Assembly.

Many tasks before you will be difficult but not impossible. They will be complex but not unsolvable, demanding, but worthy of your best efforts. Working together we can advance North Carolina great lengths on the road of progress. North Carolina's strength is in her people. To their advancement I am dedicated. The programs I will present for your deliberation reflect this conviction.

You are the representatives of more than 5 million of the world's finest people. Some of them are wealthy; far too many are poor and hungry. Some are gifted with physical or mental talents; others are handicapped. Some live deep in mountain coves or on lonely stretches of sandy roads, other are surrounded by concrete,

steel, and neon lights. Some are professionally gifted while others labor with their hands. But all of us, regardless of our environment, social status, ethnic background, natural abilities, or economic standing—all of us are citizens of North Carolina.

As you go about your important work in the coming months, remember the sovereignty of these people. Remember that "All political power is vested in and derived from the people; all government of right originates from the people, is founded upon their will only, and is instituted solely for the good of the whole. The people of this State have the inherent, sole, and exclusive right of regulating the internal government. . . ."[9]

I am proud of the progress and accomplishments of the first two years of my administration. The last General Assembly responded to my requests for new and expanded programs and provided the funds for implementing them. There have been some disappointments, particularly in the field of housing. But the achievements far exceed and overshadow the few disappointments.

I will not document the progress that has been made since you last met. I do hope you have taken the opportunity to read my annual reports, which have been made available to you.

STATE'S ECONOMY

The financial affairs of our state are in good order. Our fiscal position is sound and healthy. Even though we had a downturn in the economy last year, the outlook can be viewed with cautious optimism. Revenue collections are strongly influenced by the national economy and, of course, the future of the national economy is still unsettled.

With your permission, I will appear before you next week to detail my budget recommendations. It will be my first full budget presented to you. It will be unique in at least three respects:

(1) My pledge of a new partnership with local governments will be more fully implemented by new approaches to provide financial relief to local governmental units; (2) although it will be the most far-reaching budget in the state's history, it provides for the fewest number of additional state positions in fourteen years; and (3) it is the largest capital improvement budget in the history of the state.

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[9] "Declaration of Rights," *Constitution of North Carolina (effective July 1, 1971)* (Raleigh: Secretary of State, n.d.), Article I, Sections 2, 3, hereinafter cited as *N. C. Constitution.*

My budget will be a moderate budget, for a moderate state, with moderate financial resources.

HUMAN RELATIONS

The decade of the sixties was a period of unparalleled economic growth. Our state and our people prospered. But it was also a period of unrest and uncertainty, too often marred by civil disturbances. Some of this carried over into 1970.

Unfortunately, tension and even disruption have at times prevailed in our social, economic, and educational life. Often tensions have been eased by the outstanding work of the North Carolina Good Neighbor Council and the Human Relations Division of the Department of Public Instruction. Many situations have been resolved or lessened in intensity because of their quiet and effective behind-the-scenes work. In addition, many dedicated citizens have given much time and effort in their communities to the improvement of human relations. All are to be commended.

As a result I believe we have turned the corner in North Carolina and that the decade of the seventies will be a new era of human harmony. We recognize there are far too many problems that need our combined energies and talents rather than for us to be engaged in divisive and destructive issues. Let us be done with destruction. Let us be done with violence and threats. Let us dedicate ourselves to improving the quality of life for all our people.

STATE GOALS AND POLICY

In my message to you two years ago, I stated that I wanted my administration to be known for its concern with planning for the future of North Carolina. My emphasis on planning stems from a basic desire to see the total efforts of government directed more effectively toward the achievement of a good life for all the people in North Carolina.

During the past two years we have laid the foundation for an action program that will play a major role in guiding our future efforts to improve the physical, economic, and social environment for our people.

It does not make good business sense to spend billions of dollars in state government activities without taking a hard look at the goals and needs of our people and attempting to set priorities within the framework of our ability to meet these goals and needs.

We must not stumble into the future. We need to examine where we are, what it is we want to achieve, how to do it, establish prior-

ities and set a time-table for reaching our goals. Having done this, then all activities of state government—the programs of all departments—can be directed in harmony to achieve these state goals. When the reorganization of the executive branch of state government is achieved in 1975, I am convinced this task will be easier. We must plan for it now.

Therefore, I recommend statutory authority for a Council of State Goals and Policy. This council would be a high-level advisory body to consider, across the board, all activities of state government that relate to the development of our state.

MANPOWER DEVELOPMENT

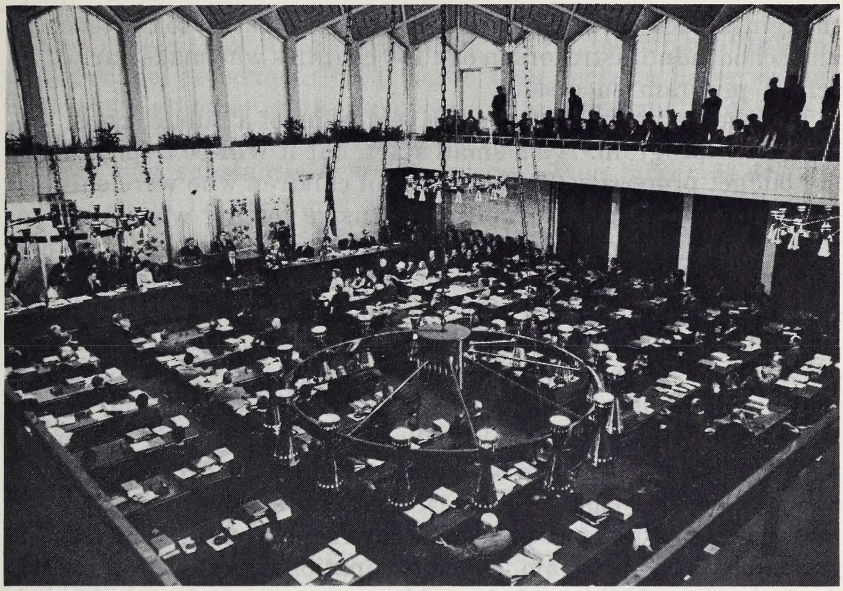
While North Carolina's per capita income is improving, it is still far too low. Looking beyond the dollar mark, the figures really tell the vivid story of the more than 166,000 North Carolinians looking for work. They tell about the more than 107,000 citizens who need work but have given up looking and about the more than 411,000 who are working but well below their capacities.

Industry needs a dependable, motivated work force. Estimates are that more than 887,000 jobs will be opening up in North Carolina in the next ten years. Who will fill those jobs? We will need fewer agricultural workers and more manufacturing workers. For the kinds of jobs available in the state today, North Carolina has more than 108,000 too few high school graduates. For some types of jobs, we have too many college graduates. In short, North Carolina has a "manpower" problem.

To help solve it, I am recommending to you a State Manpower Council, which will create a model State Manpower Plan. The council will evaluate programs currently being conducted in state, federal, and local agencies in the manpower field. Some general goals for the council would be the expansion of a demonstration of the full range of manpower services and the expansion of the services of the Employment Security Commission. We need to prepare all our citizens with the technical or vocational skills to succeed in the work force. Many of our citizens don't know they have these skills.

Surveys could be made to find out why people are not fully productive. And they also could be made to find out why some industries are experiencing a turnover and a large number of job vacancies.

The state can and must take the lead in the effort to prepare our citizens to be included in the work force for tomorrow's job oppor-



Governor Scott is shown as he addressed the General Assembly on January 14, 1971.

tunities. In this process, North Carolina's people will be the major beneficiary.

MINIMUM WAGE

Inflation has substantially increased the cost of living. Although many of our businesses and industries already pay wages well above the state's present minimum requirement, there is a need to increase the minimum wage for some employees. Therefore, I recommend the state minimum wage law be amended to increase the minimum wage from $1.25 to $1.60 per hour.

PUBLIC SCHOOLS

Much progress has been achieved in our public school program during the past two years. Dr. Craig Phillips,[10] the Board of Education, the Learning Institute, and all their staffs have done a

[10] Andrew Craig Phillips (1922-), educator from Greensboro; A.B., A.M., Ed.D., University of North Carolina, Chapel Hill; World War II veteran; public school superintendent, 1955-1967; administrative vice-president, Smith Richardson Foundation, 1967-1968; elected superintendent of public instruction, November, 1968; reelected November, 1972. *North Carolina Manual, 1971*, 546; *News and Observer*, November 8, 1972.

thoughtful, dedicated job. But major credit must go to the teachers and school administrators in our 100 counties who make our public school program successful.

For the first time we have the beginning of a public school kindergarten program. It's a small start, but it will be tripled under my budget proposals. Those preschool children who were enrolled in the initial program received extensive testing when they entered kindergarten. Their score ranked them as a group in the bottom third nationally of children in this group. Now tests show that the same group, after the preschool experience, ranks in the top third nationally. The program has paid for itself many times over. We must expand it as rapidly as our resources will permit so that it will eventually include all of our perschool children.

The school dropout ratio has always been a problem. It remains yet too high. But we have been able to reduce the dropout percentage during the past two years. One significant program that makes this possible was enacted at my request by the 1969 General Assembly. That program, called occupational exploration for students in the middle grades, enables youngsters who are in their early teens to learn more about the world of work by actually receiving "hands on" work experience through occupational learning in business and trades. It is proving highly successful.

Free transportation for students living within our urban areas is an unresolved issue. This General Assembly needs to define clearly the policy of the state regarding the scope and extent of transportation services for public school students. I recommend that a statement of policy be established to provide clearly free transportation for urban students in order that they may enjoy the same privileges from tax funds as the state has accorded rural students for many years.

For the first time in a number of years, the average daily public school attendance is estimated to decline by the 1972-1973 school year. This will result in 635 fewer regular teaching positions in the next biennium. I will, however, request an additional 100 teachers for children requiring special education and 100 more occupational education teachers.

What we are witnessing, of course, is a decline in our public school enrollment while the enrollment is increasing in our community colleges and technical institutes, along with our public senior institutions.

My proposed budget recommends a 5 percent increase in salaries for all public school personnel for the first year of the bien-

nium and an additional 5 percent the second year.

This is less than the amount being sought by our professional public school personnel. But it is the same increase being recommended for all other state employees and for personnel in our post-high school learning institutions.

If we had substantially more revenue, then larger salary increases could be recommended. But the state would need more than $140 million in addition to what has been recommended in order to meet their national average goal. About 70 cents of each tax dollar in North Carolina is earmarked for education. About 50 cents goes to public school education. We all want the best for our children and North Carolina has increased her support of public school education by 162.7 percent in the last ten years.

Our people support education, and statistics show that we rank eighth in terms of state and local government expenditures for all public education as a percent of total general expenditures.

We are putting a larger percentage of available revenue into public education than forty-one other states. (We are tied with Colorado.)

As you know, public education in many states receives substantial financial support from local sources. North Carolina supports her public school program in all 100 counties and has since 1933, when the state assumed the responsibility.

The tasks of our public school teachers and officials today are not easy. What our public school people need as much—maybe more—than money in their paychecks is a renewed expression of confidence on the part of the public. We need to show our faith in the public school system. We must show stronger support and greater understanding of our professional public school personnel.

I call upon all citizens, students, parents, businessmen, everyone to renew their faith in and support for our public schools and the dedicated personnel who make our system successful.

I am recommending to you proposals that will increase the benefits of our retired teachers and state employees who were or are now members of the teachers, highway, and state employee associations.

With your approval, some retired personnel will be eligible to receive increases in their retirement checks that are as high as 24 percent. These increases will not require an appropriation but come as the result of clarifying and liberalizing the amendments of the state retirement system. The funds themselves will be paid from investment income. The proposals will be worthy of your

consideration and will be of direct benefit to more than 15,000 retired personnel and the more than 200,000 active accounts.

The North Carolina Association of Educators is a capable organization representing our public school personnel. They will present for your consideration a Professional Standards Act. I urge you to enact measures to recognize that our public school personnel are professional people, just as are engineers, scientists, and others accorded professional standing.

GOVERNOR'S ADVOCACY COMMISSION ON CHILDREN AND YOUTH

There are several agencies of state government that are heavily involved with the well-being of our children. All of them are genuinely concerned and many fine programs exist. There is, however, much fragmentation in services to children and youth. There is no one agency that can be considered as the spokesman for all phases of child development or aspects of the many problems of children.

For the past several months, a commission of legislators and citizens has been examining this problem. A report with specific recommendations has been prepared. The major recommendation calls for the establishment of a Governor's Advocacy Commission on Children and Youth. I recommend the establishment of such a commission. It should take as its mandate the security and rights of all children and youth in our state. The commission would function as an advocate and not be responsible for providing services directly.

I commend the commission's report to you and urge you to consider its recommendations.

HIGHER EDUCATION

Much progress has been made in the field of higher education in recent years. New graduate programs have been authorized, libraries strengthened, research expanded, extension programs reevaluated and updated, and substantial efforts made to upgrade our predominately black institutions. We can take pride in the recent national evaluations of graduate programs at the University of North Carolina at Chapel Hill and North Carolina State University.

During the past year we have seen enrollments increase an average of 9.7 percent in the public institutions. This has caused greater demands for laboratories, classrooms, faculties, and services. In my budget, I will recommend budget increases for higher education.

With this growth there have been problems. One is now under active consideration by a committee of trustees representing each of our institutions of higher learning and chaired by a distinguished North Carolinian and a former member of the General Assembly, the Honorable Lindsay Warren, Jr.[11]

The trustees are addressing themselves to the problem of how best to govern the sixteen public institutions of higher learning. They must also consider how we can best look outward to deal with the whole question of post high school education, both public and private, and at the same time look inward to the most effective and efficient method of administering the state's higher education policy within the sixteen public senior institutions in the state.

These questions are not easily answered, but I am hopeful that these trustees, who have the statutory responsibility for administering our higher education institutions, will develop a feasible plan to replace the structure we now have. Naturally, any plan must be in the best interest of our state.

Then, too, there is the question of what, if any, financial assistance the state should provide for needy students. A committee, chaired by Representative Charles Phillips[12] of Guilford, has a report with recommendations to you on this matter.

The private colleges and universities in our state render a valuable and necessary service in the total educational program. Many of these institutions find themselves with declining enrollments, empty dormitory space, and, in some cases, in severe financial straits.

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[11] Lindsay Carter Warren, Jr. (1924-), lawyer from Goldsboro; B.S., J.D., University of North Carolina, Chapel Hill; World War II veteran; state senator, 1963-1969. *North Carolina Manual, 1969*, 606.

[12] Charles Wiley Phillips (1897-), educator from Greensboro; A.B., University of North Carolina, Chapel Hill; A.M., Columbia University; public school teacher and administrator; director of experiment in television teaching in the state, 1957-1961; director, Downtown Campus, Guilford College, 1965-1966; World War I veteran; state representative, 1965-1973. *North Carolina Manual, 1971*, 724, 726; *1973 North Carolina General Assembly . . . Roster and Seating Diagram* (Raleigh: Secretary of State [1973], hereinafter cited as *1973 General Assembly Roster*.

Later in this session, a committee of the Board of Higher Education will present to you a report for your consideration.

NORTH CAROLINA'S ENVIRONMENT

Now I would like to speak to you about our concern for the environment in North Carolina. We have come a long way. We are concerned. But a lot remains to be done.

We intend to maintain the environment of our state as a great place to live—a great place of enjoyment—a great place to work and to raise a family, and as a heritage to pass on.

Each of our present departments and state agencies concerned with environmental matters is now preparing legislative recommendations. I will give these proposals very careful consideration and will submit to you in a few weeks a more complete statement on our environment, together with legislative recommendations which will be set forth in a North Carolina Environmental Protection and Management Act of 1971. This legislation will be the most comprehensive approach to environmental protection and management in the history of our state.

DRUGS

For about a year now, the Commission to Study Illegal and Harmful Drugs has been meeting, holding sessions here in Raleigh and also regionally throughout the state. In its report the commission will recommend specific changes in the law relating to drugs. A Bureau of Narcotics and Dangerous Drugs, within the Department of Justice, will be recommended.

The Drug Commission also will recommend setting up an interagency drug council. The council would coordinate all of the drug programs and serve as a joint cooperative clearinghouse for programs in enforcement, rehabilitation, treatment, and education.

The commission's report is worthy of your consideration, and I recommend it to you as you enact measures to speed up our fight against drug abuse in North Carolina.

PUBLIC SAFETY

The broad category of public safety involved those agencies

charged with enforcing the laws and carrying out justice. I am proud of their work, because North Carolina far outranks her sister states in providing for the overall safety of her citizens.

The Department of Motor Vehicles will present to you a series of proposals, among them suggested changes in the motor vehicle laws of our state. Much of the present motor vehicle law is more than thirty years old. Through the years, the General Assembly has added to and changed the laws, thus creating a patchwork of considerable proportions. I commend the suggested changes to you and urge you to examine them carefully.

In addition, appropriations have been recommended to you for 100 additional highway patrolmen in the next biennium. These men are vitally needed, particularly because of the continued increase in the number of vehicles on our roads and highways.

Today more than 3.2 million vehicles are registered in North Carolina. Five years from now, estimates are that the number of vehicles will leap by nearly 700,000, bringing the total to 3.91 million. We are currently reexamining the strain and demands placed on our roads and highways. Our transportation arteries often function at maximum capabilities. I am concerned, as I know you are, and I will present to you at a later date the findings of a special report on transportation.

Recently, I signed an executive order creating the North Carolina Criminal Justice Academy. I recommended that you establish the academy and give it statutory responsibilities. As I envision the academy, training for state law enforcement and correctional officers and some of the specialized and advanced training for local law enforcement officers will be conducted there.

THE OFFICE OF THE GOVERNOR

The people of North Carolina get about two and a half years of truly effective leadership from their governor under the one-term limitation imposed by our state constitution.

After the adoption of his program and budget by the legislature for the second half of his term, a governor's ability to lead is seriously diminished. Therefore, he spends the remaining eighteen months of his four years in office (or over one third of his term) in handling routine administrative matters. He does recommend another budget, but he is not in office to present it to the General Assembly, let alone defend it. Nor is he in a position to advocate

new solutions to meet new needs based on his experience.

Today, more than ever, the governors of many states are required to participate in multistate regional programs, such as our Appalachian Regional Commission and Coastal Plains Regional Commission. All governors today must be actively involved in national matters affecting their people. National programs, such as revenue sharing, welfare proposals, and interstate transportation policies vitally affect the economy of the respective states and the lives of all the citizens. If a governor is to be effective in influencing the development, enactment, and implementation of multistate and national programs, he must be in the ball game long enough to learn the rules and strategy of the game.

I know from experience that North Carolina today is not very effective in shaping regional and national policy as it affects our state. This is so because our state changes the team captain and key players just about the time we get the opportunity and the know-how to carry the ball and score.



The governor in his office. (UPI photograph.)

It should be remembered that the one-term limitation on the office of governor was imposed at a time in our history a century ago when feeling against the chief executive was very strong, even to the extent that he was later impeached. That same feeling of distrust existed against the royal governor when our first constitution was enacted in 1776.

The question is not whether a governor should be allowed to succeed himself. The valid question is whether the people shall have the right to decide for themselves if they wish to retain a governor for a second term. I believe the people should have that right.

For this reason, and others which I shall not take time to discuss today, I recommend that you approve and submit to the voters of North Carolina, an amendment to our state constitution removing the one-term limitation for the office of governor and provide that a governor may serve a maximum of two successive four-year terms.

I also recommend that you approve a similar constitutional amendment for the office of lieutenant governor.

THE OFFICE OF LIEUTENANT GOVERNOR

It has been my privilege to have served the people of North Carolina, first as lieutenant governor for four years and now as governor. This has given me a unique opportunity to have observed the relationship of each of these offices to the other.

The role of the governor has changed in recent years. That is to say, his sphere of responsibility has been increased because of the increase in programs, the greater involvement in state-federal relations, the growth of our population, just to name a few.

More than ever before, the governor needs to be freed as much as practical of ceremonial functions so as to give more time to policy decisions and matters that affect the state as a whole. I have held this viewpoint for several years. The current lieutenant governor, the Honorable H. P. Taylor,[13] also shares this opinion. There are many areas in which his services and abilities can be put

[13] Hoyt Patrick Taylor, Jr. (1924-), lawyer from Wadesboro; B.S., LL.B., University of North Carolina, Chapel Hill; World War II veteran; state representative, 1955-1965, speaker, 1965; elected lieutenant governor, November, 1968; ran unsuccessfully for position as Democratic gubernatorial candidate, 1972. *North Carolina Manual, 1971*, 542; *News and Observer*, June 4, 1972.

to good use. I would like to do so. But it is unrealistic to expect anyone to devote full-time to public service without adequate compensation. Therefore, I recommend the office of lieutenant governor be considered a full-time position and that he be provided a salary in line with that of other members of the Council of State.

REORGANIZATION OF STATE GOVERNMENT

The administration of government in North Carolina is efficient, sound, and responsive to the needs of our citizens. Only five other states operate their state and local governments at less cost on a per capita basis than we do. When measured in terms of the number of state and local government employees per 10,000 people, only three states have a better record. If local school employees are omitted, North Carolina ranks last among the states in the number of state and local employees per 10,000 population. But we must constantly be alert for ways to improve the efficiency of our service.

In a special message to you later in this session, I will recommend major changes in the structure of the executive branch of state government, which I am confident will further improve the administration of programs and services to our people.

REDISTRICTING

Federal and state laws require that we reapportion our congressional districts and the House and Senate districts of the General Assembly. This is a legislative responsibility, and I urge you to accomplish this difficult task objectively and fairly to the end that your results will not be subject to a review by the courts.

ELECTION LAWS

The United States Supreme Court has ruled that our citizens eighteen years old and over are eligible, upon qualification and registration, to vote in national elections.

In order to reduce confusion and to make our voting laws more uniform, I recommend you approve an amendment to our state constitution to be submitted to our people for approval to permit those qualified citizens eighteen years old and older to vote in state and local elections.

CONCLUSION

Mr. President, Mr. Speaker, and members of the General

Assembly, the programs I have recommended to you today do not include all agencies or services of our state government. A number of these will be discussed with you in my budget message.

But the proposals I submit today for your consideration are needed better to provide for "the good life" for all our citizens by more efficient government, better delivery of programs and services, and a demonstrated concern for our future as a state and as a people.

The nature of our state has been, and remains, progressive. The characteristic that best describes our people is "spizzerinctum"—"the energy, ambition or will to succeed."

And it is the people—the people—that must hold our uppermost attention as we work together during the months ahead. Their hopes, aspirations, and efforts in seeking "the good life" can be enhanced or hampered by your decisions. In the final analysis, the measure of progress is what we do for people. People—not cities, economics, or transportation systems—people have feelings; they think, and they aspire to a good life. I have made it clear time and again that our state government must be people oriented. It's what we accomplish for our people that underscores our total efforts.

North Carolina's strength is in her people. To their advancement I am dedicated.

BUDGET MESSAGE

January 21, 1971

[January 21 was an exciting day in Raleigh. Schoolteachers from across North Carolina gathered in the capital city to make their wishes known to legislators. A limited number of them listened in the galleries as the governor spoke, hoping he would back their cries for higher pay. Instead, he stuck to his decision not to propose raises which would approach their goal of reaching the national average. Scott's address was heard over loudspeakers by another 1,100 teachers gathered at the Ambassador Theater, a few blocks away. Several hundred picketed outside the Legislative Building, carrying signs of protest, such as "I suffer from low pay, 3 month lay-off, no hospitalization, no paid holidays." Scott countered by reminding teachers that other state employees—attorneys, public health lab technicians, laborers—were also paid below the national average; that, in fact, the per capita income in North Carolina was below the national average, resulting in inability to pay the average paid throughout the nation. His message contained nothing which was startling; much of what he said had been forecast in his legislative message the week before.

By May 11 Governor Scott was to be in a position to issue a statement on additional funds, noting at that time that the revised estimates by officials of the Departments of Revenue and Tax Research and the Budget Division of the Department of Administration indicated the availability of $16,315,000 in additional funds beyond the estimates in the budget recommendations. This supplement was indicative of North Carolina's steady economic growth which had been above that of the nation as a whole. The governor attributed the growth to "our diversified economy, our broad tax base, and our sound fiscal policy. . . ." Governor Scott said there were many critical needs in the state which were not included in his budget recommendations, that state agencies had already presented to the legislature over $600 million in requests above the budget recommendation. The revised estimates would not permit appropriations for all of the additional services which were needed, a fact that supported the governor's stand opposing changes in the tax laws which would reduce revenues.]

Mr. President, Mr. Speaker, members of the North Carolina General Assembly:

The Executive Budget Act requires that I come before you to recommend the budget for the 1971-1973 biennium. I am pleased to have this responsibility.

First, I wish to express my sincere appreciation to the members of the Advisory Budget Commission. They spent many days during the past two years monitoring current budget expenditures and preparing the budget being recommended to you. These dedicated

public servants include former Senator Thomas J. White[14] of Kinston, who has served most ably as chairman, Senator Ralph H. Scott[15] of Haw River, former Senator Lindsay Warren of Goldsboro, Representative Sam Johnson[16] of Raleigh, former Representative Thorne Gregory,[17] formerly of Scotland Neck and now of Raleigh, and Mr. Kenneth Anderson[18] of Newland.

I wish to pay a special tribute to the late Senator Frank Forsyth[19] of Murphy, who served on the commission until his death on February 27, 1970.

The "A," "B," and "C" budget documents, as well as the budget summary, have been in your hands for more than a week. These documents contain the budget recommendations for the 1971-1973 biennium. These recommendations have been well publicized, analyzed, and criticized. I urge the adoption of the recommended budget.

The proposed budget of more than $4.3 billion is the largest ever for our state. Yet it falls more than $900 million short of meeting the budget requests submitted by the agencies of our government. Some basic decisions had to be made at the outset. One such

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[14] Thomas Jackson White (1903-), lawyer from Kinston; educated, North Carolina State and University of North Carolina Law School; state representative, 1953-1957; state senator, 1961-1967; member of many state commissions; named member, Advisory Budget Commission, 1961, chairman, 1963; legislative counsel to governor, 1969 General Assembly. *North Carolina Manual, 1967*, 584-585; news release of Governor Scott, August 6, 1969.

[15] Ralph H. Scott (1903-), president of Melville Dairy, Inc., from Haw River; B.S., North Carolina State; leader in many statewide organizations and member of numerous commissions; state senator, 1951-1955, 1961-1973. *North Carolina Manual, 1971*, 653-654; *1973 General Assembly Roster.*

[16] Samuel Henry Johnson (1927-), lawyer from Raleigh; A.B., LL.B., University of North Carolina, Chapel Hill: World War II veteran; state representative, 1965-1973. *North Carolina Manual, 1971*, 703-704; *1973 General Assembly Roster.*

[17] Thorne Gregory (1928-), banker from Scotland Neck, A.B., University of North Carolina, Chapel Hill; U.S.A.F., 1952-1956; state representative, 1961-1969. *North Carolina Manual, 1969*, 642.

[18] William Kenneth Anderson (1917-), real estate broker of Newland; educated, Mars Hill, Western Carolina, Appalachian, and University of North Carolina, Chapel Hill; former teacher, principal, and superintendent of schools in Avery County. News release of Governor Scott, March 20, 1970; information from Department of Motor Vehicles.

[19] William Frank Forsyth (1915-1970), banker from Murphy; educated, Emory and Henry College; attended various courses for bankers; state senator, 1959-1965. *North Carolina Manual, 1965*, 532; *News and Observer*, February 28, 1970.

decision was whether our budget should emphasize the well-being of our more than 125,000 dedicated teachers and state employees, or whether our budget should emphasize the continuation and expansion of programs and services to meet the needs of the more than 5 million men, women, and children of North Carolina.

I chose to place the primary emphasis on all our people, while providing some increases in salaries for those who serve our citizens. Laws, programs, and services should not be conceived or administered in the context of self-perpetuation. Government, including those who work in it, must ever look outward to the needs of the governed.

My budget reflects this basic philosophy. It also reflects another basic philosophy of mine. I strongly believe that for our federal system to survive, local governments must be kept strong, both authoritatively and financially.

AID TO LOCALITIES

I am recommending more state aid to North Carolina's counties and municipalities than ever before in the history of this state.

We are all proud that North Carolina's economy continues to expand and diversify. It can be well appreciated, however, that this growth leads to increased demands at all levels of government for expansion and improvement of public services. It has become quite clear that the demands on counties and municipalities simply cannot be met with the revenues produced by the property tax, which, aside from the local option sales tax, is the only major revenue source available to local governments in our state.

North Carolina's state government has not been reluctant to share its resources with local governments. In fact, about 4 cents of each tax dollar goes to pay for what we call general government in Raleigh. All the rest of the funds go back to the people in the counties, cities, and towns in one form or another. In this current biennium, the state is spending about $1.3 billion to operate the public schools and the technical institutes and community colleges, to support health and social services, to aid public libraries, to build and maintain local streets and bridges. This assistance amounts to more than 50 percent above the $800 million of taxes which local governments levy on themselves over a two-year period. But this assistance, great as it is, is not enough to meet the needs of our counties and municipalities.

It is my recommendation, therefore, that direct relief be provided by additional appropriations of $60.7 million for the next

biennium. This new state assistance will be the equivalent of a 7.6 percent increase in the taxes our local governments levy on themselves, exclusive of local option sales taxes. This assistance includes:

State assumption of the counties' share of the Medicaid and Work Incentive programs.

Aid to municipalities for matching or supplementing federal grants and local funds for construction of waste treatment facilities.

Additional aid to community mental health centers.

Aid for construction, renovation, and planning of local confinement facilities.

Additional aid from Powell Bill funds to cities and towns for maintaining and improving streets and bridges not on the state system.

I propose that our incorporated cities' and towns' share of the gasoline tax revenue be increased from .5 cent per gallon to 1 cent. I further propose that the formula for allocating Powell Bill funds be revised to provide a more equitable distribution based on population and on the length and width of local street mileage.

SERVICES FOR PEOPLE

While providing this necessary aid to local governments, this budget basically is about services to people. To meet the increasing costs of caring for our aged, disabled, blind, and dependent children, this budget provides an additional $17 million for the biennium. These funds are required primarily for the increasing number of eligible recipients in the Aid to Families with Dependent Children program and the increasing costs of medical services for all recipients. This budget provides for increased support of children who must be placed in foster homes.

The health manpower shortage in the state, region, and nation has been thoroughly documented. To help alleviate this problem, I am recommending increased appropriations to improve and initiate various health-related programs at our higher educational institutions.

For the state to maintain adequate and comfortable facilities for patients in our mental institutions, I am recommending more than $14 million for capital improvements throughout the mental health system.

The Cancer Care and Crippled Children programs of the State Board of Health have been limited, due to insufficient funds, in

previous years. Additional "B" Budget appropriations are recommended so that needed services can be provided at acceptable levels for twelve full months a year.

Rubella, or German measles, is a major cause of serious birth defects. Funds are recommended for a mass immunization campaign against this disease.

Enrollments in the public schools are estimated to decrease slightly in grades 1 through 12 during the 1971-1973 biennium. However, budget recommendations for the kindergarten program will provide classes for more than 2,000 five-year olds by 1972-1973.

Recommended increases will provide additional financial aid to public school classes for trainable handicapped children. Additional special education teachers are recommended. These teachers will work with the emotionally or physically handicapped child or the gifted and talented child. Funds for additional elementary schoolbooks are also recommended.

My budget recommends funds to implement a library services network. This network is designed to improve our library book distribution system, both public and private, and to make it possible for many more of our citizens to have easy access to library books, regardless of the library collection to which they may belong.

This budget also provides for continued support of our symphony orchestra, the School of the Arts, the Museum of Art, the dramatic arts program at Chapel Hill, and for other cultural activities.

Turning to the area of public safety, this budget provides for full implementation of the Police Information Network. It provides for a law enforcement training academy and for additional highway patrolmen in each of the next two years. It also provides for a new patrol communication center and enables the SBI to increase its equipment and professional personnel.

The recommended appropriations for our correctional system reflect a compelling need to respond to the deficiencies in that system. For every ten persons released from our correctional institutions, seven return to prison within three years. Our correctional institutions must stop graduating criminals.

If we are to rehabilitate, as well as penalize prisoners, then we must provide the proper facilities. Let me emphasize that I am not talking about coddling prisoners; rather, I am talking about helping people, improving them and their role in society. Therefore, substantial increases are urged to provide not only modern prison

facilities, but also diagnostic, evaluation, testing, and research programs.

Funds are recommended to provide for enough additional probation officers to reduce the case load per officer from the present 115 to 100 by the 1972-1973 fiscal year. Closer supervision of probationers will greatly aid our efforts toward their rehabilitation.

This budget also calls for additional personnel to provide better counseling and supervision of juvenile offenders. It also calls for capital improvements in our correctional training schools. Young people in the juvenile correctional system must have every chance to succeed. We must divert them from a path leading to a life of crime.

There are provisions throughout the budget calling for increased protection of our physical environment. In addition to money, adequate laws and better enforcement of those laws are needed to ensure a clean, healthy, and safe environment. I will have more to say on the environment in a later address.

This budget proposes capital improvements amounting to almost $150 million. The General Fund capital improvement budget of $116 million is the largest in the history of our state. These improvements include the construction of new buildings, such as a new office building in Raleigh, which would enable us to reduce the $680,000 we spend each year on rented space. In addition, it would be possible to make necessary renovations and repairs to existing facilities and to purchase the land the state needs.

DEFICIT STATES

A month ago, the Council of State Governments conducted a survey to determine the fiscal situation of the fifty states. Of the forty-four states responding, eight projected general fund deficits for the 1970-1971 fiscal year. As serious as this might be, it is even more alarming that eighteen states projected deficits in the next budget with present taxes and continuation of existing programs. Eleven of these states anticipate deficits which are termed "substantial." Obviously, these states must either increase taxes, or borrow heavily, or reduce their current levels of spending.

Contrast the plight of these eighteen states with North Carolina's healthy economic condition. Because of the strength of our economy, the soundness of our tax structure, and our conservative policies stressing fiscal integrity, I am able, without asking for additional taxes, to recommend General Fund appropriations of

more than $325 million for "B" and "C" budget items, the largest recommendation ever presented to a North Carolina General Assembly upon its convening.

I am pleased that I am able to recommend these important improvements with so few new state employees. Less than 1,700 new positions are recommended. That's only about 1 percent increase. This compares with the more than 5,000 additional employees in each of the bienniums since 1963-1965.

This budget I recommend to you provides for a moderate expansion of many of the programs and services that I requested and which you or your predecessor approved two years ago. Without the supplement you provided to the budget at that time, North Carolina would not have a kindergarten program. Nor would we have a program of occupational exploration in the middle grades. Nor would we have been able to have expanded assistance and services at the regional mental health centers. Nor would we have a Department of Local Affairs. Nor would it have been possible to have provided additional tax relief to single persons who head their own households.

These programs, services, and benefits were made possible by increasing the tax levies on some items and by imposing tax levies for the first time on two items, soft drinks and tobacco products.

MODEST TAXES

These changes in our tax structure resulted in an increase in revenue of about $100 million annually, or less than $20.00 a year from each North Carolinian. That is, in my opinion, a very modest sum to pay for the new, much needed programs and services that the people of our state had not been receiving.

Statistics show our citizens are paying less taxes to operate their state and local governments than the citizens of forty-five other states.

If we had the funds, we would like to accomplish more in services and in salaries for our state employees. We want our teachers to receive the national average salary. It's a worthy goal. Today they average 11.8 percent below the national average. Teachers are professional people. They want to be recognized, and they would like their pay checks larger. So would other state employees. An attorney for the state receives 18.2 percent less than the national average. A public health lab technician receives 10.7 percent less than the national average, and a laborer 35 percent below the national average. A stenographer for the state

receives 12.2 percent less than the national average. Of course, there are other examples.

The per capita income in North Carolina is below the national average. Thus our ability to pay to support higher salaries and the most comprehensive programs is less than the national average.

There are many unmet needs not included in this budget. I call some, but not all, of the critical ones to your attention:

The need to increase state matching funds to support the school lunch program.

The need to continue the program of assisting North Carolina students enrolled in Duke and Bowman Gray medical schools.

The need to expand benefits for teachers and state employees by purchasing group hospital, medical, and major medical insurance.

The need to provide state matching funds to receive federal aid under the Omnibus Crime Control Act.

The need to upgrade our state parks system and the acquisition of Smith Island.

The need for more staff to care for patients in mental institutions.

The need to expand our manpower training programs.

The need to strengthen further many phases of our educational programs.

If additional funds become available, I hope that you will provide for these and other pressing, unmet needs as you consider the finances and appropriations for the coming biennium.

To sum up, this budget, in keeping with our state constitution and with our tradition, is conservative. It is a balanced budget.

In keeping with the progressive spirit of our state, this budget reflects the needs and aspirations of our people, as well as the ordering of our priorities.

I close by quoting the guardian of our Triple-A credit rating, the distinguished treasurer of our state, the Honorable Edwin Gill.[20]

If a hundred years from now, people look back and read the purposes of our Budget, they will know the nature of our people. They will know that we were concerned about the welfare of the handicapped and the

[20] Edwin Maurice Gill (1899-), lawyer from Laurinburg; educated, Trinity College; state representative, 1929-1931; private secretary, O. Max Gardner, 1931-1933; commissioner of paroles, 1933-1942; commissioner of revenue, 1942-1949; director of internal revenue, Greensboro, 1950-1953; treasurer of North Carolina since July 20, 1953. *North Carolina Manual, 1971*, 544, 546.

disadvantaged. In fact, as they read of our hospitals, of our mental institutions, as they read of our program for the lame, the halt, and the blind, they will think of the spirit of the Good Samaritan! They will know of our devotion to justice and compassion in the treatment of those who have violated our laws. They will take note of our concern for the preservation of our history as expressed in the public archives, as well as our aid to outdoor dramas which sing of the story of our people. They will learn of our aid to art, music, and the drama, and of our provision for the production on the stage of excerpts from Shakespeare and Carl Sandburg in the public schools. While these matters are, comparably speaking minor in cost, they are significant as grace notes to our educational theme. Yes, those who read of our Budget in the future years will believe that we wished to do the best for our people within our ability to pay, and sought to dedicate the substantial burden of government to the humane needs of all North Carolinians.

ENVIRONMENTAL MESSAGE

April 8, 1971

[To quote the *Asheville Citizen* of April 10, "The decade of the 1970s is clearly, in word and deed, the Decade of the Environment, when individuals and their governments are beginning to stand up to their responsibility for stopping the wholesale rape of the world's limited natural resources." In his message on environment, the governor "asked the General Assembly to close gaps, plug loopholes, cover areas not protected, and otherwise put North Carolina on a well-charted course to meet environmental protection demands of the present and the future." The statement just quoted was the way the matter was summarized by the *Durham Morning Herald* of April 10, and the paper took the position that the governor was "to be commended for his efforts in preparing the blueprint he has presented."

According to the *Durham Sun* of the same date, the state could have purchased Bald Head Island for $11,000 and back taxes due had the 1937 General Assembly only appropriated the needed funds. By 1971 the price had risen to $5.5 million. The purchase of this island, called by the *Greensboro Daily News* (April 10) "the last large coastal wilderness in the eastern United States," was the subject of dispute between ecologists and conservationists on the one hand and tourist resort developers on the other. The purchase of this real estate was one of the points called for by Scott in his message to the legislature. As the *News and Observer* (April 11) commented, however, the message was "commendably long on sincerity and unfortunately short on money. . . ."

One of the assembly's leading environmentalists, Cumberland's Representative Norwood Bryan, said, "It's a very excellent program—sound, sane, realistic and attainable. I am delighted." W. R. Roberson of Beaufort, chairman of the House Conservation and Development Committee was also pleased; he thought the message was particularly strong so far as the coastal area was concerned but was disappointed that development of state parks was not included in the discussion. Both men were optimistic on the whole but neither felt there was too much hope for the acquisition of Bald Head. Charles Taylor, House minority leader, said there was no reason the Republican party could not support the program but reminded his listeners that "You can't buy this stuff with green stamps." Lieutenant Governor H. Patrick Taylor, Jr., gave a realistic appraisal when he noted, "It's like church services. When the preacher prays, everybody says 'Amen'; when he preaches, everybody says 'Amen'; when they're singing hymns, everybody says 'Amen'; but when they pass the collection plate, the amening slows down substantially." These reactions were included in a news story in the April 9 edition of the Raleigh *News and Observer*. The legislature did not see fit to appropriate funds for the purchase of Bald Head Island, but other steps were taken to further the cause of conservation.]

Mr. President, Mr. Speaker, members of the General Assembly:

During the past year we have witnessed a ground swell of public

concern for the environment. This concern stems from a realization that population growth, economic development, and technological changes often work to the detriment of our physical environment. This is not to suggest that a high standard of living is not compatible with a good environment. The quality of life is dependent on many things other than physical environment.

Our task is that of blending the enhancement of our physical environment with the enhancement of our economic and social well-being.

In my message to you on January 14, I expressed my concern that North Carolina should anticipate and head off the major environmental problems which are confronting many other states. I also indicated that I would return to you with specific legislative proposals.

All told, I am offering twenty-four recommendations for your consideration. A number of these are incorporated into five major bills. The others are contained in various proposals already before you or soon to come before you. Some proposals are far-reaching. Others are controversial. But all are offered in good faith and with the hope that, when you consider them, you will keep in mind our responsibility to this generation and to those unborn.

ENVIRONMENTAL POLICY ACT

One of the most important and far-reaching proposals which I recommend is an Environmental Policy Act. This act establishes for the first time an environmental policy for North Carolina. This measure will require that all state agencies give consideration to the environmental values, aspects, and consequences of their decisions. This means that any action by a state agency, whether it is a proposal for legislation, project, or program, if it significantly affects the environment of this state, must be preceded by a detailed statement which will outline the impact of such action on the environment.

These impact statements, which will be made available to the public, are to be made in consultation with other agencies having jurisdiction or special expertise with respect to any environmental impact involved. Therefore, no state agency can undertake any action which might have an adverse effect on our environment without making their actions widely known and subject to review.

I recommend that you give favorable consideration to this landmark proposal which will cover those programs and activities carried out with state funds.

CONTROL OF WATER AND AIR POLLUTION

One of the most valuable assets North Carolina has is a relatively abundant supply of water. In order to protect this asset, I propose several matters for your consideration. One provision requires that everyone who is currently subject to our water and air laws report on a periodic basis the amount, components, and strength of the wastes and air contaminants which they discharge into our waters and atmosphere. This will greatly assist the state in monitoring where and in what amounts waste materials are being discharged. This information will aid in setting priorities for programs to deal with special problems.

A second provision of this bill speaks to the problem of the proper management and disposal of animal wastes. It authorizes the Board of Water and Air Resources to adopt, after public hearings, rules and regulations governing the operation of animal and poultry production units with respect to the collection, treatment, and disposal of wastes; the control of noxious odors; and the suppression of insects and pests.

Other problems which come under this bill are those of waste discharges into waterways from boats, the need for planning our sewage systems on a regional basis, the need to designate floodways throughout the state and to regulate development within these flood plains, and the establishment of septic tank regulations to reduce the health hazards of defective septic systems.

I also propose the creation of a state system of natural and scenic rivers. Initially, I suggest that portions of six North Carolina rivers be designated a part of this system. These streams will be maintained in a natural, free-flowing state, protected from dams and shoreline development. It seems to me that we should be prepared to maintain, for future generations, portions of a few of our beautiful rivers in their natural state. The provisions of this bill will go a long way in assuring that the quality of our water resources will be preserved.

BEACH, COASTAL, AND ESTUARINE PROTECTION

Only three states have more estuarine waters than North Carolina. These waters, where fresh and salt water mix and mingle, provide thousands of acres of pleasurable boating, fishing, and swimming. Our estuaries also support a flourishing commercial and sports fishing industry.

Since these estuaries are the spawning grounds for many species of fish and shellfish, anything that upsets the fragile ecological

balance of these waters would be felt, not only in North Carolina, but north to New England and south to Florida.

Probably the greatest threat to these areas is indiscriminate and unwise development. This development involves dredging and filling our marshlands and tidelands. The 1969 General Assembly enacted a statute requiring a permit from the state before any excavation or filling project is undertaken.

The bill I am proposing will strengthen that law by requiring any permit application to be reviewed by all state agencies and any appropriate federal agency having jurisdiction over the subject matter affected by the project. Any agency that objects to the dredge and fill project may call for a hearing before a review board whose decision may be appealed in the courts. I feel that this review procedure, which requires that any project meet the standards of environmental protection to the satisfaction of all state agencies concerned, not just the licensing agency, will provide the necessary protection of our delicate estuarine waters.

In order to strengthen further the dredge and fill law, I am asking that you give the Department of Conservation and Development the authority to establish regulations relating to the alteration or pollution of our coastal wetlands. To supplement this effort an estuarine study, authorized by the last General Assembly, is now under way. This study will guide our future planning and coastal zone management legislation. With this three-pronged attack—current protection, further study, and future planning—I feel we are well on the way to safeguarding our unique estuarine areas.

Adjacent to North Carolina's estuarine waters are miles of beautiful beaches, many of them relatively undeveloped. In addition to safeguarding them from offshore oil spills, we must protect these beaches from the eroding effects of the relentless winds and waves and from the destructive forces of hurricanes.

With this in mind, I request that you give the municipal and county governing boards in coastal counties the authority to levy taxes for the establishment and maintenance of erosion control and hurricane protection projects. This authority will eliminate an existing limitation on their taxing prerogative and will open the door for more positive and aggressive action by county and municipal officials toward the solution of beach erosion problems.

To help local governments finance these erosion control projects, I ask you to authorize the creation of a state revolving fund to be administered by the Board of Water and Air Resources. The board

could make advances to counties and municipalities to cover the cost of that portion of the erosion control projects not paid for by federal funds. The fund would be reimbursed from local revenues.

In those coastal counties which have made no provision for sand dune protection, my proposal authorizes the State Board of Water and Air Resources to assume the responsibility of adopting regulations, establishing a shore protection line, designating a shoreline protection officer, and taking any other actions necessary for the protection of North Carolina's sand dunes. These sand dunes are a vital part of the natural protective barrier along our coast, and they must be protected from careless destruction.

WRIGHTSVILLE MARINE BIOMEDICAL LABORATORY

The opportunity has arisen for the University of North Carolina to expand its program in marine research. The Board of Directors of the Wrightsville Marine Biomedical Laboratory has offered to donate that facility, including land, buildings, and equipment, to the University of North Carolina at Wilmington. This private laboratory, operated jointly by Babies Hospital Research Center, Inc., the University of North Carolina, and Duke and Wake Forest universities, is an important center for research and graduate education. It has made landmark contributions in deep water research. I recommend that the state accept the offer of the laboratory as evidence of our continuing support for its endeavors. Legislation to this effect will be submitted to you.

ROOSEVELT FAMILY GIFT

The late President Theodore Roosevelt once said: "to waste, to destroy, our natural resources, to skin and exhaust the land . . . will result in undermining in the days of our children the very prosperity which we ought by right to hand down to them amplified and developed."[21]

I am pleased to announce that the Roosevelt family, which owns coastal property in Carteret County, has agreed to donate approximately 290 acres of highland, marshlands, and estuarine areas to the state of North Carolina. This valuable property, located on Bogue Banks, will be used for marine studies and for an educational scientific complex known as a "Sea-Lab." Theodore Roose-

[21] The statement was included in Roosevelt's annual message to Congress, December 3, 1907, but the address was read by Charles G. Bennett in lieu of a personal presentation by the president. *Congressional Record*, Vol. XLII, Part I (Sixtieth Congress, First Session), 75.

velt III, one of the owners of this property and a grandson of the "conservation" president, will make the gift at 2:00 P.M. today at the Capitol.

NATURAL RESOURCES

I turn now to the broad areas of natural resource conservation. The specter of a major oil spill off our coastline or in our harbor waters is not a pleasant thought. We have all seen the vivid pictures in magazines and on television showing oil-covered ducks. These pictures cause us concern for the thousands of ducks and geese that winter in the wildlife preserves of our state.

I propose strong measures to attack this problem. My recommendation requires the oil shipper, in the event of oil spillage, to pay all costs of cleanup, including the cost of shoreline damage as well as damage to wildlife. There would also be a substantial penalty in addition to the cleanup costs. The immediate cleanup costs are to be paid from the state's Contingency and Emergency Fund, and the fund would be reimbursed later. This procedure will expedite the correction of any oil spillage problem. The heavy fine imposed for oil spillage should prompt oil handlers to take precautionary steps to prevent and contain the smaller, more common, oil spills at port terminal oil handling facilities.

This bill further requires any new oil handling facility to obtain a permit from the Board of Water and Air Resources and to comply with conditions specified in the permit. Existing facilities would have to obtain a permit to continue their operation within one year after the effective date. This permit requirement will apply to all processing, storage, and refining operations.

With these provisions for immediate action, preventive measures, and penalties, North Carolina will have one of the most meaningful and effective oil pollution control laws in the nation.

In an earlier speech I indicated my concern about what I feel are serious inadequacies in our existing Oil and Gas Conservation Law. The way this law is now written, a great deal of environmental damage could occur during drilling and exploration. The present law does not become effective until "commercial quantities" have been discovered. Therefore, I recommend amending the present law to make it effective July 1, 1971, whether "commercial quantities" are discovered or not. I also recommend you rewrite a portion of the law to guard against any environmental damage in the event a major reserve of oil or gas is discovered.

Another recommendation designed to protect and enhance the natural resources and beauty of our state will authorize our Utilities Commission to prescribe, administer, and enforce protective standards and controls over the effects of public utilities operations on the environment. The major problems we are concerned with are those associated with power installation sites and overhead transmission lines.

One of the major pollution problems in America today is the excessive quantities of soil that are being eroded from our landscape. Erosion and sedimentation are causing extensive and costly damage to many of our streams and lakes. It is time for us to seek a solution to this type of pollution problem. I recommend that you authorize the Board of Water and Air Resources to work with all appropriate state agencies and consult with private industry to formulate recommendations for submission to the 1973 General Assembly, such recommendations to conserve our soil and water resources without impeding essential economic development.

COMMUNITY APPEARANCE

All of us realize that purely physical considerations do not assure a pleasing environment. The visual beauty of North Carolina is one of our most treasured possessions. We must assure that man-made ugliness does not gradually destroy our state's natural beauty.

We have laws in force making it illegal to litter. Last year the Highway Patrol made over 1,200 arrests for violation of our anti-litter laws. You have just enacted legislation that increases the fine for littering from $50 to $200. In order further to protect our scenic beauty, I propose that littering be declared illegal on all state lands. I also propose that our motor vehicle laws be amended to allow individuals or government agencies greater leeway in removing abandoned and junked automobiles and that strict safety laws be enacted and enforced at sites where automobiles are being dismantled.

To deal with the leadership problem in this area of visual pollution, I recommend authority to establish municipal appearance commissions. Such commissions would make it easier to coordinate public and private activities directed toward the goal of improving the appearance of our towns and cities.

Thus far, I have discussed the specific features of the five major bills which I recommend to you. Each measure will help us move

toward a better environment for our state. These legislative proposals do not by any means fulfill our total needs. There are other proposals which you will be considering. Many have or will come to you from special study commissions. I would like to comment on some of these and lend my support to them as you deliberate their relative merits.

MINING

North Carolina is not generally regarded as a "mining state." However, new mines are being opened in North Carolina at the rate of 700 to 800 acres per year. If these mined-over lands are not reclaimed, the area of unsightly land will grow each year. A major purpose of the proposed mining law is to require that mined-over lands be reclaimed by some reasonable procedure. I urge the enactment of these new mining laws.

PEST CONTROL COMPACT

The control of pests poses a serious problem to North Carolina agricultural interests. Even with all the major efforts at pest control, they still do some $7 billion damage to the nation's agricultural and forest crops each year. This problem cannot be contained within the boundaries of a single state. You will soon have a bill before you to permit North Carolina to join with other states in a nationwide pest control compact. This compact will enable us to see that potential problem areas in other states are handled in a manner which will not endanger the agriculture of our state. I urge you to support this legislation.

INTERSTATE ENVIRONMENT COMPACT

I will soon recommend legislation which will make North Carolina a member of the proposed seventeen-state Southern Regional Environmental Compact. This compact will let us cooperate with our neighbor states in solving regional problems which are of mutual concern. Since many environmental problems do cross state lines, I feel that we must coordinate our efforts with those of our sister states in order to achieve a realistic solution to these problems. I urge you to give this bill your approval.

PESTICIDE LAW

The General Assembly in 1969 directed the Legislative Re-

search Commission to study the need for legislation concerning agricultural and other pesticides and to report its findings and recommendations to you. Significant recommendations have been made for state controls affecting pesticides. Emphasis has been placed on regulation of pesticide dealers and applicators. It is also recommended that authority be given to a new pesticide board better to control the use of pesticides and to regulate disposal of unused pesticides and contaminated containers. The pesticide board would not be a new state agency. It would be a policy-making body that would rely on the commissioner of agriculture for administration and enforcement of the regulations. I feel this is a very important step toward the protection of our urban and rural environment.

REGIONAL WATER SYSTEMS

The Legislative Research Commission has completed a report on local and regional water supplies. It found two major problems—too many small and ineffective systems and too few large and efficient regional systems. Over 80 percent of the public water systems in North Carolina are serving less than 1,000 customers per system. The shortcomings of these small systems include inadequate sources of supply, lack of treatment, inadequate operation, small pipelines that are not compatible with neighboring systems, and underlying all these problems—an inadequate financial base.

The Legislative Research Commission has developed several proposals for your consideration which would encourage the planning and development of regional water supply systems large enough to justify the cost of adequate facilities. I ask that you give these proposals your strong support.

LAND-USE PLANNING AND POLICY

All of us are beginning to realize that the need for a clear policy on land-use planning undergirds many of our environmental problems. North Carolina enjoys a unique balance between rural and urban development. However, we must take positive steps to assure that we do not drift further into the problems of urban congestion experienced by many states.

I recommend a comprehensive study of land-use patterns to see where we are headed and to suggest any changes in direction that may be needed. This study would be done under the direction of

my recommended North Carolina Council on State Goals and Policy. I will ask, within the month, that this council be given legislative authority to conduct an across-the-board evaluation of state goals and policies needed in this area.

REORGANIZATION OF BOARD OF WATER AND AIR RESOURCES

Under the present statute, the Board of Water and Air Resources includes representatives of the entities it is supposed to regulate. This places the board in the untenable position, at times, of sitting in judgment of the interests of its own members. The statute governing appointments to the board should be revised to bar possible conflicts of interest. I feel that no person should be appointed to the Board of Water and Air Resources who is an officer, employee, or representative of any industry, county, city, or other political entity, or any other body subject to the regulations of the board. A bill to accomplish this reorganization will be presented to you in the near future, and I urge your approval.

SMITH ISLAND

Now I would like to discuss a problem that has been at the forefront of attention almost from the day I become governor. That is the question of what should be done with Smith Island, sometimes referred to as Bald Head Island. You will recall that from the very first, I stated my conviction that the state should acquire this valuable natural resource. I still hold that conviction. Unfortunately, no large sums of money were available for this purpose.

It was just over a year ago, on April 2, 1970, that the Carolina-Cape Fear Corporation announced its plans for a $228 million resort on the island. At that time, I reiterated my position that the island should not be developed commercially and that the state should acquire ownership. I moved immediately to get an agreement from the Nature Conservancy that it purchase the entire Smith Island complex and hold it in trust for the state of North Carolina. However, the owners have not indicated a willingness to sell to the state at what many consider a reasonable price. There is also some question as to the total acreage involved. The owners have proceeded with plans for a high density resort-type development that would completely change the character of the island and which would do extensive damage to the estuaries and marsh areas surrounding the island.

My proposal to you today is that the state initiate condemnation proceedings to bring Smith Island into state ownership. These proceedings will involve an appropriation of funds to be placed in escrow at the time condemnation proceedings are started. I ask that you appropriate these funds so that we can protect this unique asset. This action will require a series of appraisals to determine the amount of money that must be placed in escrow. Therefore, I am instructing the Department of Administration to initiate procedures that will provide all information and facts necessary to support these condemnation proceedings.

The whole issue of whether Smith Island should be developed or preserved has become the focal point of a larger question: Just how serious are we about our environment? The time has come for all of us to make a commitment that will let everyone know that North Carolina is serious about its environment. I ask your support in this effort to bring Smith Island into public ownership.

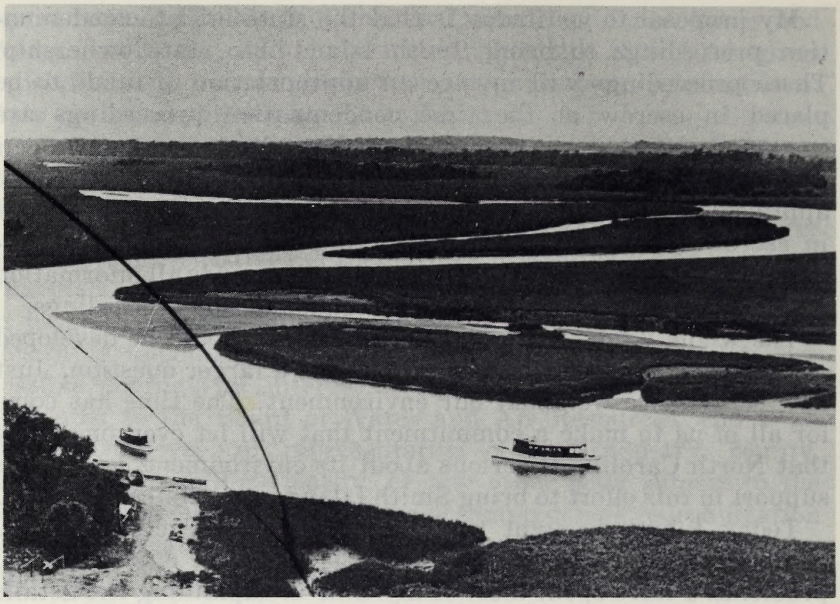
Today I have brought you up to date on the efforts of my administration toward the solution of our environmental problems. I have spent most of my time in explaining the details of five major environmental bills that will be presented to you.

My recommendations are designed to attack specific problems which I feel are urgently in need of remedy. They will set out a definite environmental policy for North Carolina, deal with major problems relating to water and air pollution, provide a framework for protecting our coastal areas, establish a program for natural resource protection, improve the visual appearance of our state, and in general enhance the quality of life for our people.

These efforts do not, by any means, close the book on our battle against pollution and environmental damage. Just as these are not our first efforts, neither shall they be our last. I will continue to search for ways to solve the multitude of environmental problems yet untouched.

Mr. President, Mr. Speaker, members of the General Assembly: Each day brings new evidence that the quality of life on the planet on which we live and have our being faces serious problems of deterioration. Pollution of the air we breathe and the water we drink is approaching the crisis stage in some areas of the world. Congestion, noise, and an ugly, befouled land are an offense to our senses and a danger to our health and well-being.

Let us resolve, here and now, that North Carolinians are determined to protect our little corner of the world.



This view of Smith Island shows the nature of the terrain. (Photograph from files of Division of Archives and History.)

Philip Amadas and Arthur Barlowe almost 400 years ago described our state as "the goodliest land under the cope of heaven."[22] We embark today on a course that will enable the same description to be applied to us tomorrow and in the countless tomorrows to come.

[22] It was Ralph Lane who used the phrase "the goodliest soil under the cope of heaven." See footnote 1 for a fuller explanation.

STATE GOVERNMENT REORGANIZATION

May 4, 1971

[The governor's message on reorganization was generally received with favor. Senator Ashley Futrell of Beaufort, chairman of the State Government Committee of the upper house, said "I feel the governor gave the assembly a clear challenge to accept now the mandate of the people. It was to the point and a good presentation." His counterpart in the House of Representatives, Democrat Allen Barbee of Nash, commented that the message "was an excellent presentation of what we are going to have to do. I feel that what he has presented is just about as good as can be drawn up." The Senate minority leader, Republican Harry Bagnal of Forsyth, reacted to the speech in this way: "It is needed legislation and will require much cooperation between the legislative and executive branches to implement this step. I believe the governor, by his remarks, means to do the job." The House minority leader, Republican Charles Taylor of Transylvania, said, "There are some areas that need reorganization that were not touched on. The problems I find are specifically in the agencies themselves." These solons were quoted in the Raleigh *News and Observer* of May 5.

The following day, several papers carried editorials on the matter of reorganization. The Raleigh paper called the message a good one, felt the groupings of state agencies were well thought out, considered the arguments advanced to be solidly based, and called the timing of the changes good in that provision was made for quick if not hasty implementation. The paper reminded readers of the temptation "to appoint the higher-paid super-executive, and still keep the high-paid lesser executives who now head the independent agencies." The *Greensboro Daily News* of the same date editorialized that the governor "indicated his awareness of thin spots in the ice." The reorganization plan was compared to "a crash diet, and like all crash diets it will stir cries of pain." The *Asheville Citizen*, May 6, disapproved of the suggestion that the functions of conservation and development be continued in a single agency; and the *Winston-Salem Journal* of May 8 reacted in a similar way. The Winston-Salem paper also commented on the tardiness of the governor in making his recommendations to the General Assembly after it had been in session over three months, adding that the delay meant a need for speedy action, which was not desirable. On the whole, however, support for the governor came from East to West. The reorganization plan, Chapter 864, *Session Laws of 1971*, was ratified July 14, 1971.]

Mr. President, Mr. Speaker, members of the General Assembly:

I am privileged to present to you my recommendations for reorganization of the executive branch of our state government. I do so in compliance with the will of the electorate of North Carolina as expressed in the referendum of last November 3. I do so with the knowledge that the North Carolina General Assembly

through the years has consistently responded with wisdom and statesmanship in meeting contemporary problems. I do so with the realization that there is no ironclad organizational structure that is indisputably the best way to conduct our state government. I think you will find, however, that the plan being offered is well conceived, sound, workable, will promote efficiency, and is deserving of adoption. Finally, in offering it to you, I do so with the conviction that the time to act is now.

The need for modernization of government is being felt throughout the nation. During the last six years, twenty-five states have partially or completely reorganized their governmental structures. Five states are actively involved in this field this year.

As you are aware, the restructuring of our governmental apparatus is not a question of "if" but a question of "how." Last November the voters approved an amendment to the state constitution requiring you—the General Assembly—to reduce the number of state administrative departments to not more than twenty-five by 1975. This same amendment authorized the governor to implement the reorganization subject to your approval. Reorganization is a mandate as clear, if not as concise, as the Lord's commandment in Second Kings: "Set thine house in order." [23]

The house of our state government began, understandably, on a modest foundation. Like Topsy, it just grew. Little or no thought was given to grouping the various parts along functional lines. The house became bulky and misshapen. It has produced overlapping, waste motion, and inefficiency.

The governor, constitutionally, is the state's chief executive officer, but he lacks control over areas for which he is held responsible. The governor's ability to carry out programs and policies enacted by you, the General Assembly, is seriously impaired.

Most important of all, the ability of our state government to meet the needs of the people is diminished by a fragmented mechanism. Providing for the requirements of the citizenry is government's reason for being. The citizens have told us in no uncertain terms that they want and expect improvement, not only in governmental structure but in operations and services. They shall have it. The course has been charted by the Governor's Commission on State Government Reorganization after many months of research and planning. The commission has operated

[23] II Kings 20:1.

under the able and dedicated leadership of Senator John Henley[24] of Cumberland. I commend him as well as the commission membership, which includes Speaker of the House Phil Godwin,[25] Senator Fred Folger, Jr.,[26] Herman Moore,[27] and Thomas E. Strickland;[28] and Representatives Ike Andrews,[29] Jim Holshouser,[30] Roberts Jernigan,[31] Dwight Quinn,[32] Bill Roberson,[33] Gene

[24] John Tannery Henley (1921-), pharmacist of Hope Mills; B.S., University of North Carolina, Chapel Hill; World War II veteran; state representative, 1957-1963, state senator, 1967-1973. *North Carolina Manual, 1971*, 638-639; *1973 General Assembly Roster.*

[25] Philip Pittman Godwin (1924-), lawyer from Greenville; B.S., LL.B., Wake Forest; World War II veteran; state representative, 1961-1971, speaker, 1971 session; state senator, 1973. *North Carolina Manual, 1971*, 659; *1973 General Assembly Roster*; information from Office of Secretary of State.

[26] Fred Folger, Jr. (1926-), lawyer from Mt. Airy; A.B., LL.B., Duke; World War II veteran; state senator, 1969-1973. *North Carolina Manual, 1971*, 633-634; *1973 General Assembly Roster.*

[27] Herman Aubrey Moore (1929-), corporation executive from Matthews; educated, University of North Carolina, Chapel Hill, and Charlotte College; state senator, 1965-1973, president pro tempore, 1967-1969. *North Carolina Manual, 1971*, 647-648; *1973 General Assembly Roster.*

[28] Thomas Edward Strickland (1930-), lawyer from Goldsboro; A.B., University of North Carolina, Chapel Hill; LL.B., Wake Forest; Marine Corps, 1955-1957; state representative, 1967-1971; state senator, 1973. *North Carolina Manual, 1971*, 655-656; *1973 General Assembly Roster.*

[29] Ike Franklin Andrews (1925-), lawyer from Siler City; B.S., LL.B., University of North Carolina, Chapel Hill; World War II veteran; state senator, 1959; state representative, 1961, 1967-1971; elected to U. S. House of Representatives, 1972. *North Carolina Manual, 1971*, 660; *News and Observer*, November 8, 1972.

[30] James Eubert Holshouser, Jr. (1934-), lawyer from Boone; B.S., Davidson; LL.B., University of North Carolina, Chapel Hill; state representative, 1963-1965, 1969-1971; elected governor, November, 1972. *North Carolina Manual, 1971*, 694-695; *News and Observer*, November 8, 1972.

[31] Roberts Harrell Jernigan, Jr. (1915-), farmer and officer of meat packing company from Ahoskie; A.B., law school, University of North Carolina, Chapel Hill; World War II veteran; state representative, 1963-1973. *North Carolina Manual, 1971*, 700-701; *1973 General Assembly Roster.*

[32] Dwight Wilson Quinn (1917-), from Kannapolis; employed by Cannon Mills; educated Kannapolis public schools, night and correspondence courses; World War II veteran; state representative, 1951-1973. *North Carolina Manual, 1971*, 726-727; *1973 General Assembly Roster.*

[33] William Riley Roberson, Jr. (1918-), president, radio and television station from Washington, N.C.; various business enterprises; educated, Davidson College, Maryland School of Accounting; state representative, 1967-1973. *North Carolina Manual, 1971*, 730-731; *1973 General Assembly Roster.*

Snyder,[34] and Gus Speros.[35] On the basis of this study, I propose that the executive branch of the government of North Carolina be organized into eighteen principal departments.

For purposes of explanation and discussion, this structure may be divided into two groups. The first group contains eleven departments which already are established by statute. These are the Departments of Administration, Revenue, and Local Affairs, and the eight Council of State departments—the Secretary of State, Auditor, Agriculture, Insurance, Labor, Treasurer, Justice, and Public Instruction.

Although the plan would leave this first group of eleven established departments essentially intact, a number of transfers or regroupings of functions would be made within their structures. It is proposed that these eleven departments go into operation in their reorganized form no later than September 30 of this year.

The second group contains seven new departments which have been formed by various mergers and consolidations along functional lines. These seven are the Department of Commerce, the Department of Military and Veterans' Affairs, the Department of Health and Social Services, the Department of Art, Culture and History, the Department of Transportation and Highway Safety, the Department of Social Rehabilitation and Control, and the Department of Natural and Economic Resources. I propose that these seven new departments be activated, by Executive Order of the governor, no later than July 1, 1972.

In addition to the various regroupings, the reorganization plan calls for the termination of a group of agencies or commissions. These have long since performed the purposes for which they were established and no longer have a role to play in state government.

Bear in mind, if you will, that the plan you are receiving today establishes only the first section of a broad framework to be completed by 1975. Further legislation will be needed in 1973 to correct or clarify any problems spotted during the next two years. And further, final, legislative action may be needed in 1975 to perfect and polish the plan.

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[34] James Eugene Snyder (1911-1971), lawyer from Lexington; B.S., LL.B., Wake Forest; state representative, 1947, 1961-1965, 1969-1971. *North Carolina Manual, 1971*, 738.

[35] Gus Speros (1923-), president of construction company from Maxton; educated, Maxton public schools; World War II veteran; state representative, 1969-1973. *North Carolina Manual, 1971*, 740; *1973 General Assembly Roster.*

My recommendations to you today will be spelled out in detail in legislation to be known as the Executive Organization Act of 1971. Ladies and gentlemen, you have before you a copy of that act as well as a summary of its recommendations. Time will not permit me to comment in detail, but I should like to speak to a few of the particulars.

The position of the present Department of Conservation and Development in the revised structure of government has been widely discussed and debated. One school of thought holds that "development" and "conservation" are entirely at cross purposes and cannot be conducted within the same framework. This view has given rise to proposals to split C&D into two departments. There is something to be said for this view, but there is another side of the coin. Our economic development program as now constituted is widely respected as one of the best, if not the very best, in the nation. Its contributions to the well-being of North Carolinians are beyond calculation. It should be allowed to continue to go forward within a framework of proven value. At the same time, our development efforts can be, and are, compatible with our conservation efforts. The two are complementary, serving as supportive agencies one for the other. Industrial development can, and is, proceeding with a healthy concern for avoiding damage to the natural environment.

These considerations led to my recommendation for creation of a Department of Natural and Economic Resources. This department will include the present functions of C&D, the Department of Water and Air Resources, and the Wildlife Resources Commission. This will provide a logical grouping of agencies concerned with the betterment of our total environment. You may be assured that the thrust of our environmental protection program, one of the most vital responsibilities of government and mankind, will continue and accelerate. Let no one have any doubt on that score.

I recommend further that the Personnel Department be made a division of the Department of Administration. This will permit the major management functions of state government—personnel, budgeting, planning, purchasing, and property control—to be placed under one roof. I recommend also that the Department of Administration pick up the following agencies, now autonomous, as new divisions: the North Carolina Housing Corporation, the North Carolina Stadium Authority, the North Carolina Zoological Authority, the State Youth Council, the State Construction

Finance Authority, and the Commission on Interstate Cooperation.

I further recommend that the position of lieutenant governor be placed on a full-time basis, with appropriate salary adjustment, so that his talents may be utilized to the maximum in meeting the demands of state government. I propose that this upgrading of office become effective January 1, 1972.

Having outlined for you the main features of the reorganization act, let me say that its adoption will begin the process of making state government as responsive to the public need as it should be. This plan will lead us out of a maze of dead ends, confused lines of authority, and diffused responsibility.

I well imagine the plan will spawn controversy on certain of its features. Of necessity, it displaces and rearranges some parts in order to fashion a better entity. You can't make an omelet without breaking eggs.

I'm sure you understand that what I am asking of you today is not for me. In fact, implementation of the plan will be another complex and time-consuming task for my administration. It would be easy for me to say: "Oh, well, I'll be through in twenty more months, so let the next governor worry about it." But I am worried about the next governor. And the next. And those who follow. I am worried about the impossible restrictions and roadblocks placed upon them by the continued proliferation of agencies. And I am concerned that we meet the expressed wish of the people for prompt installation of these governmental reforms.

One of the great strengths of our governmental system is the separation of power between the executive and legislative branches. The constitution clearly provides that the General Assembly is to enact the laws and raise and appropriate the revenue. The constitution also clearly provides that the responsibility of the executive affairs of state rests with the governor.

By enactment of rigid and unwieldy mechanisms of government, the legislative branch has over the years unknowingly delved into the executive domain. The legislature not only makes policy, as it should, but all too often it defines in detail the execution of policy. This permits little or no executive flexibility—a situation bearing directly on the matter before us.

Despite this unintentional drift, there is general agreement that the framers of our constitution displayed great wisdom in providing for separation of legislative and executive powers. Let us reaffirm our faith in their judgment.

I am confident that affirmative action on these recommendations will produce economies, assure efficiencies, and halt the further proliferation of government.

Consider for a moment how we came to this point. When my father left the governorship in January, 1953, there were only 173 state agencies, boards and commissions. Since then, another 122 have been added, each with its own distinct responsibilities and all reporting, in theory at least, to one chief executive.

I say with all candor that today the ability of any governor of North Carolina to manage our government effectively is impaired. In seeking to carry out the programs and policies enacted by the General Assembly, and in seeking to meet the public needs, he is hobbled by an unwieldy mechanism.

The effects of this haphazard structure are felt, of course, at all levels. I'm sure that you—the elected representatives of the people—have your moments of frustration and concern when your sincerest efforts are thwarted by a structure that is unresponsive, uncoordinated, and a mystery to the average citizen. There is fragmentation both in program and personnel areas, as I'm sure you've found.

But it is the governor, as chief executive officer and as director of the budget, who really finds himself shod with two left shoes. He does not have control over areas for which he is held accountable. The heads of the various departments and agencies, theoretically answerable to the governor, are so scattered and freewheeling that there is really little contact with the governor. Some of these heads, I might add, may prefer it that way.

Under our present system, when a department head is appointed for a definite term of, say, four years, according to the statutes creating the position, he is no longer under obligation to the governor except as his conscience may dictate. Although the appointee actually runs his agency, the governor is responsible to the people for how it is run and the effectiveness of the man he appointed. If the governor later finds that his appointee is not doing as well as he should and would like to appoint someone better—or for whatever reason—he cannot do so. The appointee knows this, and often he becomes unresponsive, indifferent, and careless. Indeed, he may choose not to carry out administration policy, and there is little the chief executive can do about it. But management responsibility and the public good require something better. The nuts and bolts of the machinery need to be tightened. The chief executive must keep the cogs moving—or find out

the reason why. The governor's chair is truly "where the buck stops." When the General Assembly funds programs for the benefit of the public, both the assembly and the public expect to get the best use of their money, the wisest management of their government.

Through a consolidation of departments, agencies, and boards performing the same or similar functions, we will be in a position to demand that the units of governmental management get in step with one another. We will be in a position to see that they terminate costly duplication of efforts and services. We will establish accountability. Perhaps more importantly, we will establish credibility.

Mr. President, Mr. Speaker, members of the General Assembly: I ask your favorable consideration of this forward-looking plan. Few would expect us to leave a perfect legacy, for that is beyond our capabilities. But to do our best today, to prepare as best we can for the dawning future, is to fulfill our purpose as public servants.

STRUCTURE, ORGANIZATION, AND GOVERNANCE OF HIGHER EDUCATION IN NORTH CAROLINA

May 25, 1971

[The hotly debated issues relating to higher education had roots back to the 1930s when the University of North Carolina at Chapel Hill, North Carolina State College at Raleigh, and Woman's College in Greensboro were united as the Consolidated University of North Carolina. In 1953 the legislature authorized a commission, under the chairmanship of Victor Bryant of Durham, to study higher education. The establishment of the Board of Higher Education in 1955 was the result. This commission was given authority to review programs and budgets of the institutions of higher learning. Two years later, however, the authority of the board was curtailed; and its review of budgets was made more advisory than anything else. Another study group, headed by Irving Carlyle of Winston-Salem, prepared a report in 1963. As a result of this study the Consolidated University was put at the top of the organization. All other institutions were forbidden to grant doctorates unless they became branches of the Consolidated University. It was at this time that the big debate occurred over the name of North Carolina State College, denoted a "university" branch of the consolidated system. During the 1965 session Charlotte College, which had its beginnings as a two-year community college, was made a four-year institution and a campus of the Consolidated University. In 1967, though the Board of Higher Education and Governor Dan K. Moore opposed the move, four former regional teacher colleges were designated universities: East Carolina, Appalachian, North Carolina A&T, and Western Carolina. The board was called on to study the proper role of the regional units and submit a report in mid-1972. Again against the advice of the Board of Higher Education, five other regional units were designated universities in 1969: Winston-Salem State, Fayetteville State, Elizabeth City State, North Carolina Central, and Pembroke State; Asheville-Biltmore and Wilmington were made branches of the Consolidated University. At the same time the ban against doctoral programs was eliminated, and the governor and legislative members of the Advisory Budget Commission were added to the membership of a twenty-three member Board of Higher Education.

It was this state of affairs that Governor Scott and the 1971 General Assembly faced. Scott was outspoken in his criticism of the "infighting" which resulted from the competition of the many universities for funds, status, and programs. He was particularly critical of President William C. Friday of the Consolidated University for his efforts to block a medical school at East Carolina University. A study committee, headed by former Senator Lindsay Warren, Jr., of Goldsboro, released its report on May 25. The report, discussed by the governor in his message to the General Assembly, recommended separate boards of trustees for each of the sixteen state-supported institutions of higher learning (fifteen universities plus the North Carolina School of the Arts)

and the creation of a board of regents which would have the power to review both programs and budgets. The report also recommended the merger of offices of the Consolidated University and the State Board of Higher Education under a single chancellor. A minority of eight of the commission's twenty-three members voted against the report; six filed a minority report. It was the governor's recommendation that the report of the majority be accepted.

Legislative reaction was mixed. Lieutenant Governor H. Patrick Taylor, Jr., felt there was still time to do the job of reorganization. On the other hand, speaker of the House of Representatives, Philip P. Godwin, thought the matter was being brought up too late in the session for action. These two statements were each supported by other members of the assembly. (See the *News and Observer*, May 26, 1971, for reaction of a number of legislators.) Scott immediately began an active campaign to win backers, beginning with a breakfast invitation to members of the House and Senate committees on higher education. As the *News and Observer* for May 27 reported, his "lieutenants roamed the State Legislative Building, sounding out sentiment among members who didn't make it to eggs and bacon." An editorial of the same day gave the Raleigh paper an opportunity to voice an opinion that the Warren Committee report was "a challenge worthy of its mettle and, with that challenge, an unparalleled opportunity." In addition to supporting the consolidation of the two university systems, as recommended by the report, the paper called attention to what it considered two major defects: the continuation of the right of the Advisory Budget Commission and the legislature to approve the budgets of the various institutions, which would permit direct pleas for support from the several institutions; and failure to erect "a constitutional shield against political meddling."

On May 24 the governor met privately with the executive committee of the trustees of the University of North Carolina at the Chapel Hill offices of the Consolidated University. He reportedly "threatened" budgetary reprisals if the Consolidated University fought the proposed restructuring of higher education. The 1971 General Assembly had not passed the appropriations bill, and the implication was that Scott could give the word to cut funds allotted to the university system; it was also noted that the Scott administration would be responsible for preparing the budget to be considered by the 1973 assembly. Editorial reaction was at times caustic: On May 27 the *Greensboro Daily News* noted, "It is both unfortunate and ironic that Governor Scott is campaigning to remove politics from higher education with political pressure tactics of the roughest kind." The paper accused the governor of coupling "the lofty words of leadership with bullying threats to UNC trustees." The *Chapel Hill Weekly*, May 26, commented on the blunt language directed toward the presidents of the Chapel Hill and Greenville universities and the Board of Higher Education the preceding weekend, editorializing, "If a case can be made for reorganization, the Governor ought to try to do it, calmly and dispassionately, on the educational merits of the issue. Such name-calling as he indulged himself in last weekend only clouds the issue and pumps emotion into a debate that already is over-charged without help from Olympus." Critical editorials appeared in the *Durham*

Morning Herald, the *Charlotte Observer,* the Winston-Salem *Twin City Sentinel,* and other Tar Heel newspapers.

The General Assembly, after much debate, adjourned without resolving the question. Instead, the legislators agreed to return to Raleigh in mid-October for further debate and a vote on the matter.]

Mr. President, Mr. Speaker, members of the General Assembly:

I am grateful for the opportunity you have given me to come before you once again, because I do have something of importance to say to you. Compelling circumstances lead me to invite your attention to one of the most important segments of life in our state. This trip, ladies and gentlemen, is necessary.

I realize full well that the members of this General Assembly have their hands full—but what public servant worth his salt does not? Service to the public demands adaptability. It demands flexibility. It demands stickability. Pressing problems are met whenever and wherever they arise. We keep on keeping on. Like the farmer, we pray for a crop but we keep hoeing.

I will be as brief as possible in my message to you. This much I can assure you, if I could be as brief as I am sincere, then my remarks would be brief indeed. Simply stated, my message is this: For some time we have been traveling a dangerously erratic course in public higher education in North Carolina. We are proceeding with all sail and no rudder. Wasteful and damaging forces are chipping away at the structure of our system. Disaster will follow unless it is righted, reinforced, and redirected. We needed to do this long ago. We must do it now. Tomorrow will be too late.

Most of the damage is occurring from within—the wrangling, the rivalry, the empire building, the costly overlapping and duplication, the gilding-of-the-lily, the arrogant distrust and suspicion, the holier-than-thou, looking-down-the-nose attitude, the devil-take-the-hindmost, "I'm getting mine, how are you doing?" philosophy. These internal disorders will grow progressively worse if left unchecked. Strong measures are called for. You can't cure cancer with a Band-Aid.

Our system of state-supported higher education can be shielded from external assaults, but nothing can save it when it chooses to lay rough hands upon itself. It needs to be restructured in such a way that this will not occur.

This we must do. This we can do—the way has been opened for us today by the report of the Governor's Study Committee on

Structure and Organization of Higher Education.[36]

Chaired by former Senator Lindsay Warren, Jr., of Wayne, one of North Carolina's most solid and able citizens, the committee made a searching examination of our system of higher education. It has fulfilled in every sense the trust I placed in it when I requested the study six months ago. Members of the committee deserve the thanks of all North Carolinians. The Warren Committee, as it turned out, showed some of the distinguishing characteristics of the system it was examining. The committee was split and divided.

The majority recommended that our present system be replaced by a new statewide planning and coordinating agency to be known as "The Board of Regents of the University of North Carolina System." This agency would combine the best features of the two principal entities within our present system—the Board of Higher Education and the Consolidated University of North Carolina.

A minority of the committee members recommended that no changes at all be made in the system other than a revision of the powers and duties of the Board of Higher Education.

The report of the committee, including both the majority proposal and the minority proposal, has been made available to you. I hope you will read it very thoroughly and with a critical eye. Regardless of how you feel about this question, the Warren Report is an excellent documentary on the development of higher education in North Carolina and the problems which now beset the system.

I have read and analyzed both the majority and minority reports. To me, the course we should follow now becomes clear. I recommend that you enact legislation implementing the majority report. It speaks from the head. It deals in reality, in things as they are.

I recommend that you reject the minority report. It speaks from the heart. It deals in romanticism, in things past that some wish to preserve. It does not meaningfully address itself to the solution of the problem of the present with hope for the future.

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[36] See Lindsay C. Warren, Jr., Chairman, *Report of the Governor's Study Committee on Structure and Organization of Higher Education* ([Raleigh: State of North Carolina], May 17, 1971), hereinafter cited as Warren, *Report of the Governor's Study Committee.* The majority report is on pages 1-34; that of the minority is on pages 37-56.

It would be well to note at this point that I appear before you today wearing several hats. Each is separate, yet all are related.

I speak as chairman of the Board of Trustees of the Consolidated University of North Carolina. In this capacity, I preside at the perfunctory quarterly meetings of the board and at the monthly meetings of its executive committee, which in actuality runs the six campuses of the university.

I speak also as chairman of the Board of Higher Education. From this vantage point, I have had exposure to broad policy matters, as well as the individual needs, of all sixteen of our institutions. Only service on this board provides one with a true overview of the total picture of higher education in our state.

I speak too as director of the budget, a statutory position assigned to the governor. General Statutes 143-3, the Executive Budget Act, contains the following language:

> It shall be the duty of the Director to recommend to the General Assembly at each session such changes in the organization, management and general conduct of the various departments, institutions and other agencies of the State . . . as in his judgment will promote the more efficient and economical operation and management thereof.

Finally, I speak as governor. Constitutionally designated as the chief executive officer of the state, I bear the ultimate responsibility for the efficient operation of our government, including higher education.

Ladies and gentlemen, it is in fulfillment of these statutory and constitutional duties that I address you now.

In considering the Warren Report, let us at the very outset identify the one thing which may tend to blur your vision. It is the office of the Consolidated University of North Carolina, an administrative apparatus fashioned forty years ago in the depths of the Great Depression.

Your deliberations will no doubt be monopolized by ringing cries of "deconsolidation" and "total and complete dismantling" of this six-campus arrangement. I hope you will cut through the fog of sentiment which will accompany these cries, that you will recognize them as a diversionary move, and that you will support "reconsolidation" of our *total* program of higher education.

The institutions within the Consolidated University will benefit from reconsolidation. This is my conviction, and this is the conviction of many knowledgeable people in higher education. But there are certain supporters of the Consolidated University who refuse even to consider seriously this feature of the proposal.

It should be pointed out that the Warren Committee's decision

"Gee, It's Not As Easy Going Back!"



The higher education issue inspired many cartoons. The one reproduced here was drawn by Huffaker of the *News and Observer;* it was published May 27, 1971. (Used by permission of the *News and Observer.*)

was not clearly a split between members representing the university and those representing the other institutions or the Board of Higher Education. Two members representing regional universities voted with the minority. Two trustees of the university voted with the majority.

I dare say that if you were to speak candidly and confidentially with the administrative leadership of the various Consolidated University campuses, other than the one at Chapel Hill, you would find that many—not all, to be sure, but many—favor the concept of a single governing board for all institutions. Naturally, when the administration and trustees of the Consolidated University take a position on a matter, campus officials are not disposed to differ publicly with that position.

It is interesting to note that various Consolidated University alumni groups have already adopted resolutions opposing the reconsolidation plan. These actions came before the report was even written, much less made public. In addition, the letter writers and phone callers have been busy for more than a week now, opposing any change even before the details of the reports were made known to you or me. I will leave it to you to speculate on the source of these efforts.

Let's be honest: When the Consolidated University leadership speaks of the "University of North Carolina," it is harking to the sound of Tar Heel voices—it has reference to the campus at Chapel Hill.

When one stands back and views all of higher education in North Carolina, and attends meetings of the university board of trustees and its executive committee, it is apparent that there is a very rigid pecking order. The agendas, the length of discussions, indeed the attitudes, reflect the fact that most of the attention is given to the campus at Chapel Hill, with the Raleigh campus following close behind but definitely in second place. These two are the older brothers of the university family.

The university at Greensboro is the oldest sister, who is to be admired and protected but is not expected to say or do much and should be subservient to the oldest members of the family. The campuses at Charlotte, Asheville, and Wilmington are newcomers who have been married into the family. They are, therefore, to be heard, considered, and protected but are not and never will be part of the inner circle—the original three. They are the in-laws of the university. All other institutions in the state are outside the family. Their existence is acknowledged sometimes, and therefore they must be tolerated, but not at the expense of or threat to a member of the family, especially the original three and never to the oldest brother.

In seeking equity through reconsolidation of our total program, you will be bombarded by charges that the plan would "destroy" the Consolidated University. Perhaps a bit of history will be pertinent to this argument.

The University of North Carolina at Chapel Hill, truly a center of academic excellence, was chartered in 1789 and was the first state-supported university in our land to open its doors to students.

But it was not until 142 years later, in 1931, that the university was grouped with North Carolina State in Raleigh and the Woman's College in Greensboro in a consolidated administrative structure. So in the history of higher education in North Carolina this consolidated concept is relatively new.

The Consolidated University of North Carolina, a mechanism which would be discarded under the proposed restructuring, has a short history and heritage. It has no reputation or standing of its own. These are the possessions of its member institutions, which would be strengthened and improved.

The minority report recites the many services that the six institutions in the Consolidated University have been rendering to the state. It is an impressive review. If I thought for one moment that any of these services would be eliminated or lessened by the plan of the Warren Committee, I would not recommend it to you. But it is the individual institutions that render these services, not the consolidated office.

The individual institutions teach students, conduct extension activities, perform research, and operate a medical school. Under the proposed change, all of these activities would proceed with vigor and with increased cooperation among all institutions, instead of just the six campuses, which is now the case.

We should not confuse the consolidated office with the six campuses. The consolidated office is both a coordinating and a governing body. Its functions would not be discontinued but would be transferred, with most of the internal governing functions going to the boards of trustees of the individual schools, and the coordinating functions going to the new board of regents.

The Consolidation Act of 1931, a pioneering step in higher education, won adoption in the face of fierce opposition. Economic considerations were chiefly responsible for turning the tide. We were in the grip of the depression, and it was anticipated that consolidation would bring economies and strengthen academic programs by reducing unnecessary duplication.

At that time only the three member institutions offered meaningful graduate programs and engaged in extensive research. The other state-supported institutions were limited-purpose schools, engaged primarily in the training of teachers.

The situation has changed drastically in recent years. Like the original three consolidated institutions, the others have greatly increased enrollments, programs, and budgets. All are now authorized by action of the General Assembly to award the doctorate degree subject to Board of Higher Education approval. All have grown considerably stronger, both educationally and politically. Thus, the relative strength and influence of the Consolidated University is less today. And unless the present structure is altered, its position will continue to grow relatively weaker.

I know of no one in this General Assembly—or any thoughtful person for that matter—who wants to harm the university.

Rather, we all wish to see it rise even higher in national ranking, prestige, and influence.

To its loyal supporters, let me say that the best way—the only way—to accomplish this is to have one board coordinating all of higher education, a board which will decide which institutions will serve in what roles and at what levels. Otherwise, the General Assembly will resolve the problem in the political arena, and the university will be the loser in the long run.

The proposed plan would not destroy the university. I would not be a party to that and neither would you. The plan does not affect any of its programs, faculty positions, buildings, or campuses. The plan simply abolishes the Board of Higher Education and the office of general administration of the Consolidated University, replacing them with one coordinating board for all institutions. Individual, separate boards of trustees would be established for all institutions.

I yield to no one in my respect and appreciation for the institutions comprising the Consolidated University and for the framers of the 1931 act, led by Governor O. Max Gardner.[37] Governor Gardner was right.

And the General Assembly was right in light of conditions that existed in that day. But that day has passed. This is 1971. Since Governor Gardner's day, our enrollments have increased tenfold and our higher education budget has increased a hundredfold.

If consolidation was appropriate in meeting the financial and educational challenges of his day, extension of the underlying principle is even more appropriate in 1971. Elimination of waste and duplication of efforts and programs were compelling arguments in 1931. They are even more compelling today, with a system of higher education which is infinitely larger and more complex.

The problems faced by the system today are pinpointed by the Warren Committee report. First the committee says: "*The . . . statutory powers of the Board of Higher Education limit its authority to coordinate higher education effectively.*"[38] The

[37] Oliver Max Gardner (1882-1947), lawyer and governor from Shelby; educated, North Carolina State and University of North Carolina, Chapel Hill; state senator, 1911-1915; lieutenant governor, 1917-1921; governor, 1929-1933; appointed ambassador to Court of St. James's but died on eve of departure. *North Carolina Manual, 1931*, 145; Crabtree, *North Carolina Governors*, 123-124; David Leroy Corbitt (ed.), *Public Addresses and Papers of Robert Gregg Cherry, Governor of North Carolina, 1945-1949* (Raleigh: Council of State, State of North Carolina, 1951), 930-931.

[38] Warren, *Report of the Governor's Study Committee*, 14.

minority report suggests amending the statutory powers of the board, but this is not an adequate solution. This will not solve the problem facing higher education in North Carolina today. As long as there are two boards, there inevitably will be conflict.

The committee makes clear that it is not criticizing the board or its staff. In recent years, with additional appropriations for staff and research, the board has rendered excellent service to the state. Its rapport with the General Assembly has improved. Yet the fact remains, and has been demonstrated time and again over the past few years, that the board does not have the authority necessary to coordinate higher education effectively.

The second problem the committee cites is that "*The state faces the real possibility of further duplication and overlapping in graduate degree programs.*" The committee states emphatically that "*A proliferation of expensive, unneeded doctoral programs would be a tragic mistake for the state.*"[39] The dimensions of this problem can be seen when it is realized that the costs of doctoral programs often range from 10 to 20 times the costs of undergraduate programs."

The third problem identified by the committee is that under our present system "*Each institution submits a separate budget to the Advisory Budget Commission and the General Assembly.*"[40] The committee points out that the emphasis now is on what each institution considers to be its needs and that these are not necessarily synonymous with statewide needs. In no other major area of state service is there a similar lack of state-level budget review.

Every one of the sixteen institutions goes to the Advisory Budget Commission and General Assembly with a separate budget. Suppose every school district did that, every community college and technical institute, every mental institution, every state-supported hospital, every highway district. But that's what we now have in public senior higher education.

Every institution is forced by the nature of the system to jockey for position before the Advisory Budget Commission and the General Assembly. This forces the presidents into unseemly competition against each other in order to get things for their institutions. It is wasteful, and more important, it is not the sensible way to arrive at a fair appraisal of what is really needed in the state. The Advisory Budget Commission and the General Assembly and its committees are victims of this system

[39] Warren, *Report of the Governor's Study Committee*, 15.

[40] Warren, *Report of the Governor's Study Committee*, 16.

just as the institutions are. The Advisory Budget Commission needs help, you need it, the governor needs it as director of the budget, and the institutions need it.

A major cause of our predicament is that all too often the legislature has made educational decisions in the white heat of political emotionalism. All too often, it shuns the advice of an agency staffed to provide factual information on which such decisions should be based. In other words, the legislature has been prone to bypass the agency it created to offer guidance—the Board of Higher Education. It is essential to the success of our state's higher education effort that the General Assembly rely upon a strong coordinating agency, the board of regents, for direction in this field.

The fourth problem cited by the committee is that the "*present . . . system is structurally unsound.*"[41] It is a "system within a system." There is the Consolidated University with coordinating and governing authority over six institutions, and there is the Board of Higher Education with coordinating responsibility for all sixteen. Nearly all of the functions of the Board of Higher Education are performed also by the consolidated office but for only six institutions.

Necessarily, there is duplication. For example, when a request for a new program comes from one of the campuses of the Consolidated University, it first must go through the prescribed screening on its own campus and then be screened again by councils or committees that represent all six campuses. Understandably, there is annoyance that a program so carefully screened must be reviewed yet again, this time by the Board of Higher Education. But some agency must represent the whole state, considering not just six campuses but all sixteen.

Our system itself makes this duplication of work necessary and breeds constant conflict between the two coordinating bodies. Furthermore the existence of six institutions under one governing board, with a large proportion of the state's students, resources, and political muscle, breeds conflict between that organization and the other institutions. The system itself encourages jealousy and hard feeling among institutions. Further it encourages wasteful rivalry and unnecessary duplication of educational activities.

This brings me to the fifth and last problem cited by the

[41] Warren, *Report of the Governor's Study Committee*, 16.

Warren Committee: *"The present system does not make effective use of resources."*[42] The committee report gives a number of good illustrations of this problem. Many additional illustrations could be given. Let me suggest a few.

As of last year we offered graduate degrees in geography at four institutions in the state. The total number of graduates of all four programs was thirteen. Only one of the programs had as many as five graduates. In French, six institutions offered graduate degrees. Four of the six had fewer than five graduates each. In home economics, which, despite its name, is not a very economical field to teach, we offered graduate work at four institutions. The total number of graduates at all four was twenty-eight, about enough, I should have thought for one reasonable program. Three of the four institutions did not have as many as five graduates. In chemistry, an expensive program, eight institutions offered graduate degrees. Five of the eight had fewer than five graduates. In geology three institutions offered graduate degrees with a total production of eighteen. Two of the three had fewer than five graduates each. In mathematical sciences, nine institutions offered graduate programs. Six of the nine had fewer than five graduates each.

In giving these figures I am not pointing the finger at any institution or group of institutions. Even though the minority report states otherwise, the hard fact is that every institution, including those in the Consolidated University, has programs of low productivity. Nearly one third of our doctoral degree programs last year produced no graduates at all. Over 40 percent of our master's degree programs had no graduates.

Ladies and gentlemen, I can assure you that this is not the way to run a business, and while higher education should not be viewed as a business, I submit that this is not a sensible way to run higher education. We have an obligation to the people of this state to develop a system that will be more economical in its use of the state's resources allocated to higher education. If we want programs of the highest quality, we are not going to achieve them by spreading our money thinly over a large number of unproductive areas.

As a further illustration of the monetary toll exacted by duplication, the per-student cost of operating the Board of Higher Education for all institutions is about $5.00. The cost of operating

[42] Warren, *Report of the Governor's Study Committee*, 17.

the Consolidated University office, on the other hand, is almost $12.00. Thus the coordinating and governing cost beyond that incurred at the local campus, for six of the institutions is approximately $17.00 and at the others, $5.00.

In recommending adoption of the majority report of the Warren Committee, I suggest two modifications. The majority report recommends that the regency plan become effective July 1. I disagree with this choice of date. July 1 is too close at hand. I recommend that the effective date be October 1. The committee stated that "for practical reasons" the board of regents should have 100-plus members. I disagree with this conclusion. I believe a smaller board is needed. I recommend a 47-member board.

Forty-four of the forty-seven would be elected by the General Assembly for eight-year, overlapping terms. The chairmen of the House and Senate committees on higher education would serve as ex officio members. The governor would serve as ex officio chairman.

The initial board of regents would be selected by you, the General Assembly, from the present board of trustees of the Consolidated University, from the present board of trustees of the regional universities and from the present Board of Higher Education. I suggest that at least fifteen come from the Consolidated University, at least fifteen from the regional universities, and at least six from the Board of Higher Education. This would assure a balance in the board of regents.

In addition to the board of regents, each of the sixteen institutions would have its own local board of trustees. The local boards would have thirteen members appointed by the governor subject to confirmation by you, the General Assembly. They would have substantial authority for governing the internal affairs of their respective institutions, subject to the authority granted to them by the statutes and the board of regents.

The point here is that the General Assembly would elect the board for *all* of higher education in the state. Under our present system, you elect trustees to govern only six institutions—the six within the Consolidated University. Trustees of the other institutions are appointed by the governor subject to your approval which, oftentimes, occurs two years after the fact.

Some have suggested that this entire question of restructuring needs further study and that to act now would be to act hastily. I respect their views, but this is a matter which must not

be further delayed. Change is already overdue; and if you postpone action now, the next General Assembly may not understand the problem until too late. Some of you may not be in the next legislature. This is your opportunity to speak to this question. We need to "fish or cut bait." The momentum we have should be utilized.

The committee recommendations were not arrived at lightly. The committee studied the matter thoroughly in sessions extending through ten long weekends and consuming more than 100 hours.

Consultants were brought in. Education authorities, including the presidents of the institutions, were invited to speak. Every conceivable alternative to the present system was considered, and all were unanimously rejected except the two contained in the majority and minority reports.

I urge you to adopt the majority report. The minority suggests that a simple restatement of the powers and duties of the Board of Higher Education would suffice. I am not sure this would help at all. On the contrary, it appears to me that it would weaken the board.

The minority proposal would, for example, remove four of the members of the General Assembly from the board, while leaving them free to serve on institutional boards. It would give statutory sanction to a council of presidents in a form in which that group could become a competitor to the Board of Higher Education. The budget review powers recommended in the minority report are, in my opinion, inadequate.

The minority report spells out nine reasons for the success of the consolidated concept. Each of the nine says, in so many words, that the success is due to the existence of a single governing board, a central administrative office, and cooperative relationships among the various branches. Why, then, should we not extend this same concept of consolidation, with its attendant benefits, to the other schools in our state system?

The minority report, in its opposition to the board of regents idea, states: "The operation of a coordinating board is an exercise in control and containment through the use of power."[43] If that is the case, then that is precisely what is needed to bring order out of our present chaos. Control of budgets and programs, and containment of waste and duplication are exactly what we seek.

[43] Warren, *Report of the Governor's Study Committee*, 45.

Our citizens' tax dollars allotted by you to support higher education are not being properly utilized. There is ample evidence of this in reports of factual surveys and serious studies which have been made of our institutions. These various reports are available to you from the Board of Higher Education.

The state spends approximately $335 million biennially for all of higher education including research and extension programs. There has been a tendency not to question requests for programs and funds, because higher education is "a good thing," falling in the same category as motherhood, God, and country.

After two years as governor and as chairman of the Board of Higher Education, I say to you, the members of the General Assembly—and through you to the citizens of North Carolina—that it is time to do some questioning. It is time for control and containment. There is no doubt that the Board of Higher Education needs to be strengthened, but even if the recommendations of the minority clearly accomplish this, our problems would not be solved.

We would still have a "system within a system," with all the conflicts and waste that such an arrangement makes inevitable, and the next session of the General Assembly and every one after that would have to face again and again the basic organizational defects of our present arrangement. So long as these basic defects remain, the citizens and taxpayers of the state will suffer, and the students and institutions will suffer also.

Mr. President, Mr. Speaker, members of the General Assembly: There are worlds to conquer and mountains to climb. These are the worlds of emotionalism and the mountains of tradition. Conquer them. Climb them. Move forward while you may. One of these days is none of these days.

STRUCTURE, ORGANIZATION, AND GOVERNANCE OF HIGHER EDUCATION IN NORTH CAROLINA

October 26, 1971

[During the summer and early fall, proponents and opponents of the restructuring of higher education were at work. Both behind-the-scenes activity and the committee hearings conducted prior to the reconvening of the General Assembly were the result of a decade of uncertainty as to what was the best for the institutions of higher learning in North Carolina.

The situation had become such a chaotic one that Governor Scott appointed a study committee early in 1971 to review the overall situation and come up with a recommendation. The report of the committee, presented to the General Assembly too late in the session for complete study, was laid aside until October—so far as official action was concerned. The University of North Carolina, with more than 50 percent of the students and with more than 70 percent of the budget, had campuses all over the state and had prestige; it also had supporters in every part of North Carolina. The smaller campuses, with their ambitious presidents, were backed by regional coalitions in the assembly. The rivalry led to duplication of programs, waste, and inefficiency.

In September House and Senate higher education committees scheduled hearings on the restructuring issue. Various plans were suggested to the committee members, who were charged with the responsibility of drawing up a bill to present to the October 26 session of the legislature. Meanwhile, foes of restructuring proposed a compromise. Senator John Burney of New Hanover County arranged a meeting of twenty-five senators at Wrightsville Beach September 18; a meeting of eighteen representatives was held in High Point, with Representative Ike Andrews of Chatham County presenting the plan there. This plan called for strengthening of the Board of Higher Education, opening the doors for other institutions to enter the Consolidated University system, and putting a moratorium on all new doctoral programs until July, 1973.

Within the next few weeks, members of the higher education committees of both houses adopted a bill which called for a 32-member board to replace the 100 trustees of the Consolidated University and the Board of Higher Education. The board would have authority to control the growth of curriculum on the campuses of all sixteen institutions and could decide which degrees could be granted. It would present a single budget to the General Assembly but would provide a priority list of new programs. Local trustees would have some authority over faculty and student affairs on the several campuses. Until the middle of 1973 the central board would be made up of members from both the existing Consolidated University trustees and other trustees, chosen by the old boards. After that time, the board would be named by the General Assembly and the governor.

The Consolidated University trustees favored a plan which would ultimately result in a 100-member board and which would combine

university and higher education board staffs. The trustees also favored a single budget presented by the central board. Governor Scott hoped for a smaller governing body, of less than a dozen people, which would get a single appropriation based on the goals and needs of the entire system; but he evidently decided, prior to the convening of the session, to go along with the committee bill. (See *News and Observer,* September 19, 1971, and by Roy Parker, Jr., "Higher Education: Battle Shapes Up," *News and Observer,* October 17, 1971, for additional details.)

When the legislators met October 26 they were faced with these and other choices, because many plans had been presented. (See footnotes to address below.) The governor addressed the opening session, and reaction was varied. The *Wilmington Morning Star* of October 27 advocated a wait until 1973 to give the people an opportunity to make sound judgments. Students from Elizabeth City State University and other universities were among 3,000 who marched on the capital October 25 in a demonstration on behalf of the black institutions. This group proposed amendments which called for 80 percent Negro representation on local trustee boards of predominately black institutions, 30 percent on the state trustee board, and full governing and financial power for local boards of trustees. One of the spokesmen for the group was Chapel Hill's Negro Mayor Howard Lee, who called the reorganization plan the end of the state's five predominately black universities. At the same time, NAACP leaders called for total desegregation. (See *Daily Advance,* Elizabeth City, October 26, 1971; *Chapel Hill Weekly,* October 27, 1971.) A statement from the *Asheville Times,* October 26, summed up the feeling of many: "The debate is going to be rigorous. The people of North Carolina must hope that wisdom and a spirit of realistic compromise will take the place of earlier passionate partisanship."

During the next few days the legislators debated, argued, voted, and reconsidered the issue. At long last, on Saturday, October 31, the battle ended. The bill as finally passed—106 to 3 in the House and 40 to 0 in the Senate—provided for a 32-member Board of Governors of the University of North Carolina, which would begin governing all sixteen public higher education institutions July 1, 1972. The University of North Carolina forces won a "balance of power" after a 55-54 vote in the House to reconsider the four-vote margin by which the bill had been enacted the previous day. The bill passed the day before, Friday, had provided for fifteen representatives from the University of North Carolina, fifteen from the regional universities, two from the Board of Higher Education, and one from the School of the Arts. University of North Carolina partisans contended the bill as enacted Friday would put the Consolidated University in a minority position. A series of maneuvers Saturday morning forced the bill back on the House floor, resulting in a statement by Scott's lieutenant Representative Perry Martin, quoted in the October 31 *News and Observer,* "Someone did their homework well last night . . . I was run over by a train." Martin called on all sides to support the bill worked out by House and Senate conferees, which changed the bill to the satisfaction of the University of North Carolina. Chapter 1244 of the *Session Laws, 1971,* provided for sixteen University of North Carolina trustees and sixteen regional

institution trustees on a 32-member Board of Governors of the University of North Carolina; in addition there were to be two members of the Board of Higher Education who would sit as nonvoting members until 1973. The restructuring bill wiped out the Consolidated University system, the regional universities, and the advisory Board of Higher Education. The new board was given almost complete planning, program, and budget control. A single budget would be presented to the General Assembly; the new board would make decisions with regard to new buildings; the governor, an ex officio member, would serve as chairman of the board until the expiration of his term in 1973. The new board would be chosen before January 1, 1972, by the various institutions and would begin functioning as a planning board prior to its assumption of full duties on July 1. The law spelled out the number of members to be selected from the membership of the board of trustees of each of the institutions to be represented. Following initial staggered terms, provided for in the bill, each session of the General Assembly would elect eight new board members for eight-year terms, assuring always a minimum of four blacks, four women, and four Republicans included in the membership. In the end, Governor Scott won a major victory in passage of the single, strong board; the reconsidered vote whereby the University of North Carolina was assured sixteen members on that board was only a small upset for the governor in light of the overall picture. (See *News and Observer*, October 26-31, 1971, for detailed accounts of the week's events.)]

Mr. President, Mr. Speaker, members of the General Assembly, my fellow North Carolinians:

In my special message on higher education addressed to you on May 25, I stated:

> For some time we have been traveling a dangerously erratic course in public higher education in North Carolina. We are proceeding with all sail and no rudder. Wasteful and damaging forces are chipping away at the structure of our system.

I further stated: "So long as these basic defects remain, the citizens and taxpayers of the state will suffer, and the students . . . will suffer also."

You agreed to examine this problem and find a solution, but to do so at an adjourned session when the matter could receive your undivided attention. That was a wise decision and I commend you for it.

Since the regular session ended, much time, effort, and energy have been given to study and debate of the best means to accomplish our goal of developing an effective system of higher education for North Carolina.

I shall not review the numerous reasons why our present system needs substantial change. Suffice it to say that practically all who are truly knowledgeable of the situation as it exists today

recognize that something better is sorely needed, though some will admit this only in private.

After the General Assembly adjourned in July, and following a period of rest and reflection, leaders of the General Assembly and in the field of higher education began to address themselves again to this matter. I began discussions with members of the General Assembly, with trustees and administrators of our institutions of higher learning, and with prominent citizens throughout the state. I held numerous discussions with individuals and meetings with groups, large and small, trying to find the path most of us would be willing to follow.

From the outset there were some who felt the Consolidated University of North Carolina should be dismantled forthwith and completely. Others felt strongly that no change at all should be made—or if there was any that it should not in any manner affect the Consolidated University, but only the other ten institutions. Others took a position somewhere in between these two extremes.

Slowly, haltingly, almost imperceptively, a broad general consensus began to emerge on the basic issue: That a governing board was indeed needed, with strong budget and program powers and built upon the recognized strengths and traditions of our present institutions and the Board of Higher Education.

The Joint Committee on Higher Education convened last month and began holding public hearings. During the course of these meetings, strong voices of knowledgeable North Carolinians began to be heard—Terry Sanford,[44] William B. Aycock,[45] Dickson

[44] Sanford proposed that the nine state-supported campuses outside the Consolidated University join the six University of North Carolina campuses under a 100-member board of trustees which would have strong authority over budget and curriculum matters. Gradually the schools would be combined with all fifteen under the University of North Carolina "umbrella" being in the fold by January 1, 1973. The board would be chosen by the General Assembly; the governor would serve as chairman; there would be an executive committee of at least twenty. In addition, each campus would have its separate board made up of six persons named by the legislature and six by the governor. *News and Observer*, September 16, 1971.

[45] William Brantley Aycock (1915-), educator from Chapel Hill; B.S., North Carolina State; M.A., J.D., University of North Carolina, Chapel Hill; World War II veteran; law professor, University of North Carolina, 1948-1957, 1964-1966, chancellor, 1957-1964, Kenan professor of law since 1966. *Who's Who in America, 1972-1973*, I, 115. Aycock proposed that each campus of the Consolidated University have its own board of trustees but that all fifteen should be put under a single planning and budgeting board. He called for a small board of regents with a commissioner of higher education. He was quoted as saying "Under my plan the General Assembly will appropriate, the board of regents will allocate, and the local boards will operate." *News and Observer*, September 17, 1971.

Phillips,[46] Lindsay Warren, Jr.[47] To these were added the voices of Luther Hodges,[48] Watts Hill, Sr.,[49] and a broad cross-section of educational leadership, public and private, as well as responsible faculty and student groups at Chapel Hill, Raleigh, Greenville, and elsewhere. All of these voices struck at the heart of the matter and called for a new approach to higher education in our state.

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[46] James Dickson Phillips, Jr. (1922-), university dean from Chapel Hill; B.S., Davidson; J.D., University of North Carolina; World War II veteran; lawyer, on faculty of law school, University of North Carolina, 1960-1964, and dean and professor of law since 1964. *Who's Who in the South and Southwest, 1971-1972* (Chicago: Marquis Who's Who, 12th edition, 1971), 486, hereinafter cited as *Who's Who in the South and Southwest, 1971-1972.* Phillips endorsed the plan proposed by Aycock. *News and Observer*, September 17, 1971.

[47] Warren, who served as chairman of the committee which presented the report, issued a statement in which he supported the findings of the committee and the conclusion that some solutions were needed. He pointed out the failure of the committee to arrive at a consensus for corrective action, saying emotions were involved. Warren favored the concept of a single state-level coordinating body with independent governing boards for each institution. Such a plan would mean the elimination of the Board of Higher Education and the Consolidated University of North Carolina. He was concerned over the transition, and he also raised a question as to whether or not a constitutional amendment would be needed. Warren suggested the possibility of increasing the power of the Board of Higher Education to a substantial degree, making its powers similar to those for the proposed board of regents. This plan would, he noted, continue the "system within a system"; he suggested it as a possible alternative in the event of a deadlock. Warren called for statesmanship in handling what was an emotion-packed issue. *News and Observer*, June 11, 1971.

[48] Former Governor Hodges backed the idea of a strong board in his call for statesmanship. He offered advice to partisans of the University of North Carolina at Chapel Hill, saying Carolina had no reason to fear the decision if all concerned showed statesmanship, maintained leadership, and made decisions and suggestions for the benefit of the state as a whole, without fear, arrogance, or jealousy. *News and Observer*, October 13, 1971.

[49] George Watts Hill, Sr., (1901-), banker and civic leader from Chapel Hill; B.S. in commerce and law school, University of North Carolina, Chapel Hill; chairman of board, Central Carolina Bank and also Home Security Life Insurance Company; cofounder and director, Hospital Care Association; leader in development of Research Triangle. Daniel Lindsey Grant, *Alumni History of the University of North Carolina* ([Chapel Hill: General Alumni Association of the University of North Carolina], Second Edition, 1924), 281; and clippings from *Durham Morning Herald*, February 24, 1961 (with added notation thereon as to date of birth) and *Chapel Hill Weekly*, May 29, 1966, in North Carolina Collection, University of North Carolina, Chapel Hill. A leading trustee of the University of North Carolina and member of its powerful executive committee, Hill said he was willing to accept a statewide governing board for all public universities. He favored gradual merging and hoped to keep the diversity of each of the institutions. *News and Observer*, October 2, 1971.

After hearing from all who desired to be heard, the committee instructed a subcommittee to draft a bill that would incorporate certain features. This was done. The subcommittee and then the full joint committee debated and reworked the draft and finally, on October 15, adopted a committee substitute for your consideration. This bill, entitled "An Act to Consolidate the Institutions of Higher Learning in North Carolina," is a product of the duly-appointed committees of this body. It is not a Consolidated University bill, although it does contain many of the ingredients insisted on by the university leadership. It is not a bill of the regional universities although they, too, can find much to their liking in its essential features. It is not the governor's bill, although I find it contains what I believe to be the cardinal elements for any new structure.

If any one group—my administration, the regional institutions, or the Consolidated University—had written the bill, it would be considerably different from what it appears today.

Mr. President, Mr. Speaker, and members of the General Assembly, this bill is a product of many hours of discussion and deliberation by members of this body. I commend the committee members highly for the time and effort they gave to their task. Several of them remarked that they have never had a more rewarding and productive assignment.

As you debate the committee's handiwork, your purpose is not to satisfy fully any particular group, any particular philosophy, any particular institution. Rather, it is to devise the most effective system for governing our sixteen institutions in the light of circumstances that exist today, not in the light of circumstances that existed in 1931 or in 1789, as some would have you do.

You have the responsibility to see that the tax dollars our citizens send to Raleigh are used to the best possible advantage. Keep in mind, if you will, that the basic goal of higher education in our state is "to produce graduates at the baccalaureate level and beyond who are capable of leading lives of constructive employment, responsible citizenship, and creative enjoyment."[50]

This bill is a major step toward that goal. This bill embodies the principles that must be incorporated in any workable plan. This bill preserves the dignity and honor and well-being of all institutions. This bill utilizes the strengths and discards the weaknesses of our present structure.

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[50] Appendix A, "Goals of Higher Education in North Carolina," *Report of the Governor's Study Committee*, 57.

It provides unity, a single voice, a coming-together for all of higher education. It provides a strong governing board with adequate program and budget powers. It assures that blacks, women, and political minorities will be significantly involved and given a meaningful place in policy and administrative decision-making. This bill establishes clear lines of authority throughout the system. And it removes higher education from the political thicket.

Mr. President, Mr. Speaker, members of the General Assembly, this is a good bill. It will do the job that so badly needs doing in North Carolina. I support it, and I urge you, with all my being, to enact it.

Now, if I may, Mr. President and Mr. Speaker, I would like to speak to some of the fears I have heard expressed, and to lay them to rest if I can.

Some profess to believe that this entire effort is designed to phase out what have traditionally been known as black institutions—our predominantly Negro universities. Nothing could be further from the truth. There need be no fear on this score on the part of any institution—black, white, or Indian—or on the part of the six Consolidated University branches, or on the part of the School of the Arts, or on the part of the nine other institutions. None of them will lose its identity. None will be swallowed up in the system. On the contrary, the new system will promote diversity and individual identity.

The bill specifically provides that at least four members of the Board of Governors shall be members of a minority race. It provides for the continuation of local boards of trustees at each of the institutions. It preserves and maintains the names of the institutions.

In assessing the fears voiced in some quarters of the black community, it should be remembered that it is the established policy of my administration and the state of North Carolina that all of our institutions are open to any student regardless of race.

I have noted a disturbing tendency on the part of a few to describe our institutions as white universities or black universities. This is not the case. In public higher education in North Carolina, we simply have universities, and they are available to any student—black, white, Indian, or Oriental—who desires to study in good faith and has the ability and motivation to succeed.

Some friends of the regional universities have stated that it is essential that powers of the institutional boards be spelled out in the statutes. Although this bill does not specifically designate

these powers, I can assure you that one of the first orders of business for the new Board of Governors will be to delegate appropriate powers to the institutional boards. It seems to me that these powers should lie in many diverse areas, including authority to administer endowments and trusts; handle campus-oriented scholarships; make all appointments below the level of those having permanent tenure; advise with the Board of Governors on major appointments; regulate student conduct; operate athletic programs; recommend building needs; determine questions concerning admissions and the awarding of earned degrees within broad policies established by the Board of Governors; and, most importantly, serve as a composite adviser to the Board of Governors.

To those who might be disappointed that these powers are not spelled out in the bill, let me point out to you a danger in doing so: the Board of Governors could take the list to be final and all-inclusive. If most of the powers are delegated by the Board of Governors, the board should have no hesitation in delegating its powers rather generously, knowing that it can also rescind any powers. The feeling of most informed people is that even more powers than I have enumerated will in fact be delegated.

Furthermore, to list specifically the powers of institutional boards in the statutes invites a battle to add to or subtract from those powers each time the legislature convenes.

There are some who are insisting that the size of the governing board be at least 100 members and that the interim governing board be composed of the present 100-member board of the University of North Carolina together with all the members of the ten boards of the other institutions, which would give a total board of well over 200 members.

At first, this seemed a reasonable proposal and its proponents will tell you that it is the way to involve more people, that the committee systems can be used, etc. After listening to those arguments, however, and after private discussions with supporters of the university, I am now convinced this proposal would serve no really useful purpose and that, in my honest opinion, would be a hindrance rather than a help to our restructuring efforts.

Why do I say this?

First of all, let's be honest about it. A 100-member board, and especially a 200-plus-member board cannot operate other than in a very token manner. The members of such a large board would never be a part of the real decision-making, unless they were a

member of the executive committee. This is the case—and one of the major fallacies—of the present structure of the UNC board. Such a large board cannot, by its very size, operate with involvement of all its membership.

I contrast the UNC board with the Board of Higher Education, which is composed of twenty-two members. When the Board of Higher Education meets, everyone is involved in all the discussion and all the decisions if he is present for the board meetings. Board of Higher Education meetings are usually sparked with debate, oftentimes spirited. Meetings of the UNC board, however, are usually perfunctory, marked more by speeches than debate. Many times I think it is because no one wants to take exception openly to a member of the fraternity, at least in public. The debate and the hard decisions for UNC, I repeat, are made by the executive committee, and not the board itself. I know, because I sit as chairman of the UNC board, its executive committee, and the Board of Higher Education as well. I sense very strongly that a major reason UNC supporters are pushing for an interim governing board of over 200 members that takes in the present 100-member UNC board is that they do not wish to hurt anyone's feelings by discontinuing their membership in the fraternity.

My answer to that position is that such a view is more concerned with a few individuals than with trying to solve the problem at hand.

Another great weakness of the large board concept is the advocacy of the committee system. The use of committees in this case has two effects. One is to prevent everyone on the board from knowing what is going on, by dispersing the action all over the field, with the result that a few at the top are the only ones really able to be fully informed. The second effect is to abide by the great American custom of naming a committee to handle a problem you don't know what to do with.

To those who say the committee system and the large board concept provide for the involvement of more people, I reply that theoretically this ought to be the case, but past history refutes that argument because the board members at UNC are not nearly as much involved as they may think they are. I urge you to reject all efforts to increase the size of the board beyond that called for in the committee bill. That board of thirty-two is certainly the maximum size of any workable board.

It has been argued that the regional universities should be phased in over a period of time, with a few selected institutions at

a time being brought into the system. Upon reflection, however, I find that there are persuasive reasons for implementing the consolidation in a single step.

First of all, all the institutions can be brought in with dignity and honor and with the same considerations. There would be no ready-made "First Family," no "older brothers and sisters" to pay ingratiating deference to.

Secondly, the 1973 General Assembly should not be asked to tackle an unfinished job or, just as importantly, undo what you have set out to do.

Then, too, there should be an orderly budgetary transition which can best be achieved by all institutions coming in at the same time. It must be remembered that the 1973-1975 budget will be drafted in 1972 and we need to ensure that all institutions in the system will be fully involved for the entire budget year.

Some of you have expressed reservations about the so-called "lump-sum" budgeting provisions of this bill. First of all, the bill does not provide a true lump-sum budget for higher education. I can assure you that under this bill, no one will be issued a blank check, and I can assure you that there will be accountability for funds appropriated. Any changes made in the legislative enactment would still be subject to provisions of the Executive Budget Act and the approval of the Advisory Budget Commission, which draws two thirds of its membership from the General Assembly.

This bill provides for presentation to the Advisory Budget Commission and the General Assembly of a single, unified budget for all public senior institutions—a budget based on the best educational advice as to what is most needed for the good of higher education as a whole. This is not a new philosophy, since both the public school system and the community college system present a unified budget to you now.

Under procedures now in effect for higher education, you must deal with the separate budget requests and the subsequent lobbying of all institutions. While six of these have some measure of coordination among themselves, in reality there is no overall guidance as to true statewide priorities from an educational standpoint.

These new comprehensive budget proposals will provide for a degree of professional judgment and administrative flexibility not now available to higher education but which is very much needed.

This method of budgeting will have the further advantage of removing from the legislative and political arena educational

Bookends



This Huffaker cartoon on higher education was published on February 23, 1971. (Used by permission of the *News and Observer*.)

decisions that can best be made by educational administrators. It is a method which has worked successfully in other states. Yet, this bill does not follow any specific pattern elsewhere, because it was tailored by your committee to meet the requirements of North Carolina. I believe it contains the best proven features of other plans but applies them to the needs of our institutions and to the wishes of our people.

I am further convinced that this method can save money. It

will eliminate the present situation whereby a legislator, in order to get his own building or programs included in the budget, all too often must agree to vote for two or more additional items that others desire.

Some say that the magnitude of this consolidation plan is such that it cannot work as provided for in the present bill. I say it can work and that it will work if there is strong and effective leadership on the part of the governor, the newly created board, and top administrative personnel, and if there is cooperation among all concerned throughout the system.

I pledge to you that I will provide that type of leadership as your governor. We have that type of leadership in abundance among the trustees of our institutions. We have a reservoir of talent among the administrative staffs of our sixteen institutions and these, supplemented by those of the Consolidated University office and the Board of Higher Education, are sufficient to handle the task. We can expect cooperation throughout the system because it is in the best interest of each campus that the system function smoothly and effectively.

Under this bill we will have, for the first time, a statewide board specifically charged with assessing the contributions and needs of our private colleges and universities. Of course, our private schools are just that—private. We must guard their independence. I would never be a party to any effort that even hinted at state control of our private institutions, but cooperative relationships among the private schools and our public institutions are beneficial to all concerned. The private institutions are valuable resources which should be utilized to the best interest of our state as a whole, for they comprise an indispensable part of the total picture.

Mr. President, Mr. Speaker, ladies and gentlemen, today we find ourselves carrying forward the torch of Governor O. Max Gardner, the architect of the historic consolidation act of 1931. Our task is really an extension of his effort, and there are graphic parallels between then and now.

Listen to these words of Governor Gardner in his special message to the 1931 legislature:

". . . it does not require an expert to discern the inherent wastefulness, both in energy and resources, of the present trend. . . . Our institutions are supported out of one treasury: I can see no valid reason . . . why they should not be under one executive management and control. . . . [We need] the united support of North Carolina behind one great, unified, coordinated, and intelligently directed educational enterprise. . . ."

Governor Gardner also said:

> . . . the principle and policy under consideration are so broad in their scope, and of such far-reaching importance in their ultimate implications, that any adequate approach must presuppose that we shall forget . . . any narrow allegiance to any institution as an institution. We must remember that we are citizens—students, if you will—of that greater institution which is the State of North Carolina. . . . Our problem is not to concentrate upon the . . . minor maladjustments which may be cured by remedial internal administration: our problem is to view the entire higher educational effort of this State in terms . . . extending over generations. . . .[51]

Max Gardner, while conquering the problem that bedeviled his state in his time, was indeed displaying a broader concern "extending over generations."

He saw the union of the Chapel Hill, Raleigh, and Greensboro campuses as a start, not a finish. Commenting on a study commission report recommending the restructuring which was later enacted, Gardner said: "This *Report* represents the beginning, not the culmination, of a better planned, better supported, better serving state institution for promoting education and equipping ambitious young men and women to better serve and better live."[52]

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[51] Special Message of Governor O. Max Gardner to the General Assembly of North Carolina on the Subject of the Proposed Consolidation of the University, State College, and North Carolina College for Women, February [13], 1931, Box 66, Governors Papers, O. Max Gardner, Archives, Office of Archives and History, Raleigh. This speech was published as Appendix F in the *Report of the Commission on University Consolidation* . . . (Raleigh, 1932), 99-100, and excerpts therefrom were quoted in Louis R. Wilson, *The University of North Carolina under Consolidation, 1931-1963: History and Appraisal* (Chapel Hill: University of North Carolina Consolidated Office, 1964), 8-9, hereinafter cited as Wilson, *The University of North Carolina under Consolidation.* Wilson says Gardner sent this special message to the General Assembly when the bill was introduced in the House of Representatives on February 13, 1931, but the message was not published in the *Journal of the House of Representatives of North Carolina, 1931*, or the *Journal of the Senate of North Carolina, 1931*, and there is no reference to it in the journals; it is not included in Edwin Gill (comp.) and David Leroy Corbitt (ed.), *Public Papers and Letters of Oliver Max Gardner, Governor of North Carolina, 1929-1933* (Raleigh: Council of State, State of North Carolina, 1937), hereinafter cited as Gill and Corbitt, *Papers of Gardner.* A handwritten notation on a typed copy of the address in the State Archives indicates the message was not delivered but was revised March 2, 1931. On that date, Gardner delivered an address on consolidation over radio, but the two speeches were not identical. The March 2 speech is published in Gill and Corbitt, *Papers of Gardner*, 275-281.

[52] Wilson, *The University of North Carolina under Consolidation*, 39, quoting the *News and Observer*, July 12, 1932.

Consolidation was a good concept then. It is a good concept now. We must extend it. Anyone who reads this bill carefully will see only winners in this controversy.

The General Assembly will win because it will be given a chance to regain its perspective and put an end to the political competition in higher education that has been so divisive in the past. The institutions will win because they will be able to stop competing with each other in the political arena. They can sit down as partners working for the improvement of the system as a whole, each being encouraged to seek excellence in its assigned role. The taxpayers will win because they will not be burdened with the waste and inefficiency not only of unproductive and unnecessary programs but also of unnecessary buildings and equipment.

And our students will win because each will be able to choose an institution to suit his own needs and future plans and will be assured that he is enrolling in an institution committed to performing at a high level of excellence.

In summary, the bill drafted by your joint committee will provide a way to govern and coordinate our entire system of higher education—a job we have always wanted done but have never given anyone the authority to do.

We have before us a blueprint that will work. It will work, that is, if we but try to make it work—if we display the goodwill needed to make it work. One of the truisms of life is this: You can't shake hands with a clenched fist.

Mr. President, Mr. Speaker, members of the General Assembly, North Carolinians all: Let us enlarge our understanding and broaden our vision. By adopting this blueprint, we will not be surrendering our traditions, our ties, our loyalties. We can retain them, yet at the same time we can rise above our sectionalism and our provincialism.

Let us look beyond the trees and behold the forest—the forest of all of higher education. Let us nurture it and manage it wisely, keeping it forever green, forever growing.

PUBLIC ADDRESSES AND SUMMARIES OF PUBLIC ADDRESSES

[Governor Scott delivered hundreds of speeches during the four years of his administration. Space prohibits the inclusion of a large number of these. Those of exceptional importance; those in which major concerns of the administration, such as higher education, the environment, and planning, were featured; and others which were representative of a larger group are included in full. Many others were summarized. Those omitted are listed by date, title, and place of delivery on pages 503-517 of this volume.]

NORTH CAROLINA SOYBEAN PRODUCERS ASSOCIATION

Raleigh, January 7, 1969

Less than a week after his inauguration, Governor Scott gave his first address as governor. After quoting an old proverb, "To think well is wise; to plan well, wiser; to do well is wisest and best of all," Scott promised that the four years ahead would be used for thinking, planning, and doing. He reiterated the goals of his administration: government that merited the confidence of all the people, balanced growth for all sections of the state, realistic and adequate planning, and a united community. Scott, referring to "the disenchantment and disaffection of people who believe they are not being heard," urged state government employees to answer inquiries and be responsive to the citizens of North Carolina, to exert all efforts "to make ours truly a government of the people, for the people, and by the people."

Governor Scott reminded the audience that there was much to be done in the four years ahead. Per capita income was too low, much housing was inadequate; natural resources needed to be conserved; roads had to be built and improved; the public education system required improvement; job opportunities were to be created; planned growth was essential. The governor wanted everyone to share in the growth.

Planning for a state's development was a complex matter, however, and Scott used soybean production as an example. The crop was one of the top ten agricultural money-makers; research to produce better varieties was constantly being carried out, and a promising variety known as Dare had created demand from Japanese buyers who had ordered more than $.5 million worth

during the preceding year. A soybean shipment of 5,200 tons had been sent to Japan in December, 1968.

Governor Scott promised to seek maximum return of federal tax dollars to North Carolina. He expressed confidence that all the people, working together, could build a better state. As he said in closing, "There is nothing weak or faint about the pulse of our great state. It is strong and full of vitality—ready for the great tasks that lie ahead."

NORTH CAROLINA PRESS AWARDS BANQUET

Chapel Hill, January 16, 1969

Speaking to the North Carolina Press Association was a tradition on the part of North Carolina governors, and the new chief executive carried on in the steps of his predecessors when he addressed the group in January. He said a new governor needed



The governor and his press secretary, C. T. West, 1970, prepare for a television appearance.

a meeting with "the real shadow cabinet of state government." Scott felt it his duty to stand up to the issues and to direct an attack on the problems confronting the state, but such an approach would be impossible without the full confidence of the citizens. North Carolinians had to know and understand what was happening—a responsibility of the communications media.

Obviously the communications people in the governor's audience faced problems: the balance of state news against global, national, and local news; the selection of subjects to be covered; the matter of meetings behind closed doors. On the latter problem, Scott had earlier the same day issued his first executive order, an order which he read to the men and women in his Chapel Hill audience. In the order he instructed state agencies responsible to him to conduct open meetings and urged other departments "to adopt an open door policy so that our citizens will fully be informed." Only when the public interest would be served thereby should meetings be closed. For example, consideration of the location of a new building might justifiably be discussed in a closed meeting to prevent premature word getting out, resulting in increased price for land.

One of North Carolina's great assets had been its "enlightened press," and the governor urged his listeners to give factual reports on state government. He counseled the reporters to tell the people in depth what was going on, for the state could not move faster than the citizens were willing to travel. Problems had to be lived with or solved; "through unified effort they can be solved." The speaker approached his "task with the innocence of a cub reporter and the eagerness of a newly inducted Jaycee." He added that the press would keep him on his toes, that he would be criticized, but that such criticism would not concern him "if I can get about ten or fifteen of you here tonight to renounce your right to the last word."

FIRST BAPTIST CHURCH

North Wilkesboro, January 26, 1969

Governor Scott spoke at the First Baptist Church of North Wilkesboro to help celebrate "Baptist Men's Day." He commended the Baptist State Convention, which included 3,454 churches with a total membership of more than a million, for its medical center

at Winston-Salem, homes for dependent children, homes for the aged, support of seven colleges, and other areas of ministry.

Speaking on the topic, "The Responsible Layman—1969," three temptations were noted by the governor: Let the women do it, and in this connection he mentioned the endeavor of the Southern Baptist Woman's Missionary Union to raise $15.5 million for its special Christmas offering; let someone else do the work; and let the church staff do the job.

Scott called the responsible layman a concerned person and commented that the best place to show concern was in one's own home. He asked his audience to instill in children "the principles of integrity, honesty, and respect for their fellowmen." He further indicated that the Christian layman should be concerned about good government, pointing out the fact that apathy was good government's worst enemy. The responsible layman would carry his part of the load and would feel concern for the sacredness of life. In this connection the governor discussed highway safety and the selfishness of some drivers—an unchristian attitude.

The problem of world hunger was also mentioned, and the governor referred to the tragedies such as the one in Biafra[53] in which children died of hunger. It should be remembered, he said, that there was also chronic hunger and malnutrition in America. The Christian layman should also feel responsibility for the search for peace. Millions did not know the meaning of freedom, and the speaker called on concerned churchmen to seek freedom for all men.

The governor urged his audience to stand by the church, adding his testimony as to the impact the church could have on a life. No other institutions, he felt, could take its place, and the chief executive said he was "proud to stand up and be counted as one of the supporters."

Presbyterian Scott closed with the following words:

> Our communities in this state are not crying for more great pronouncements or preachments from the church. They are looking more

[53] Scott was referring to conditions resulting from a civil war between Nigeria's federal government and Biafra's secessionists. A severe protein shortage afflicted blockaded Biafra, and efforts to alleviate suffering by groups sending in food and medicine were ineffective because of the enormity of the problem and difficulty of getting supplies into the needed areas. Thousands, particularly children, died from disease resulting from severe deficiency; people were advised to eat, "rats, dogs, lizards, even white ants to get some protein into their systems." "Agony in Biafra," *Time*, 92 (August 2, 1968), 25.

for acts of mercy and love and lives of truth and righteousness. When the church is busy bearing burdens, lifting the fallen, loving the outcast, and preaching good news to the needy, then it is not only being the church but it will not need to argue its faith. People will be persuaded of its power, purpose, and reality. This is the job of the responsible layman in 1969.

FARMERS COOPERATIVE COUNCIL

Raleigh, January 28, 1969

In mentioning the words cooperation and cooperatives, Governor Scott said that "the highest and best form of efficiency occurs when free people cooperate spontaneously." The idea was that there was strength in union. The cooperatives of North Carolina had an enviable record, and Scott noted that farm marketing and buying co-ops, with almost 300,000 members, did more than a quarter of a billion dollars worth of business each year.

Governor Scott discussed problems of rural communities, referring to the fact that the population of the entire country increased by one fifth between 1950 and 1960 while, at the same time, the population of rural communities dropped by 15 percent. Some manufacturing towns and railroad centers were deteriorating, but these were not the only places to pay the price of decay. Cities were facing problems brought about by heavy population: increased congestion, polluted water, crime, etc.

Governor Scott felt that it was essential that rural North Carolina be revitalized. He quoted Justice Oliver Wendell Holmes who had said, ". . . a page of history is worth a volume of logic."[54] Scott said that the history of the preceding three decades of mechanization, migration, and urbanization were just such a page. He asked why and how the problem occurred, with so much change taking place at such a rapid rate. Answering his question, Scott surmised that people had lacked motivation to respond quickly to problems. It was inconceivable, he felt, that North Carolina continue without comprehensive long-range planning.

One of the aims of the Scott administration was to be that of improving the quality of life in the state. The governor thought it was necessary to concentrate on the total community; with this in mind, he had called on the General Assembly to establish a Department of Community Affairs. Such a department would permit the state to provide more effective support to local governments.

[54] *New York Trust Company* v. *Eisner*, 256 U.S. 345 at 349 (1921).

The governor commented that many rural leaders, who failed to comprehend the fact that life was no longer what it was just preceding, during, and following World War II, would have to have a change of attitude. Scott predicted need for reapportionment of the General Assembly, following the 1970 census. Rural areas would likely lose voting strength. He called on those in country areas to work closer with urban legislators, to support their goals and programs. He felt that the legislators would, in turn, return the support.

Scott emphasized the fact that progress would not come easily or cheaply. He advised communities wanting industry to remember that there had to be racial harmony or an industry would not even consider a location. He suggested that counties show willingness to use their tax moneys wisely; for example, they could begin by consolidating school districts and by sharing services with several counties.

In addition to providing up-to-date leadership, those in the position to lead had "to create an informed public conscience. . . ." Scott said people were ready to listen, because the "riots, crime, unrest, and poverty that are shaking American society are now beginning to be recognized as products in part of our rural-urban imbalance."

In conclusion the governor called on his audience to work together, observing that people in small towns and open spaces, who were too often forgotten and too often taken for granted, were "people who must make a world of progress these next four years."

JAYCEE BANQUET

Wrightsville Beach, February 15, 1969

In his talk, made when the Jaycees honored five men who had achieved certain goals set by the organization, Governor Scott discussed problems of youth, problems made more difficult because of an increasingly permissive society. Qualities stressed by the Jaycees—self-discipline, moral strength, judgment, enterprise—were usually developed early in life if at all. Half the population of North Carolina was under the age of twenty-five and the problems of that group permeated "the entire fabric of society." Referring to disruptions on college campuses, Scott

called attention to the fact that the turmoil was created by a small minority which sought to act like the man who poisons the well where all must drink. He stressed North Carolina's determination to remember that the role of teachers was to teach; that of students, to learn. Those who hoped to free students from the authority of the university; to make students, faculty, and administrators equal partners; to change the government of the United States, by violence if necessary, would not be tolerated. Firmness was necessary when disruptions occurred.

The governor noted that older and middle-aged Americans were puzzled by the changes. Young people were better informed than members of preceding generations; improved environmental conditions and better nutrition had even speeded up the maturation process. Scott remarked that "no state can afford to take for granted the problems of 50 percent of its population." The time had come to act, to find out what was troubling these people. Qualities of personal development had not changed, but circumstances had; and new means of communicating values were needed. State government needed to be more responsive to the citizens, particularly the young people. Should the voting age be lowered? Was the age of legal majority too low? Did young families have special problems in areas such as housing and credit? Did unemployment of the young create problems which needed particular attention? Governor Scott answered by suggesting the creation of a State Youth Council, which would make a report within a year from the date of its creation. It could study the present situation and also look to the future. Legal, scientific, political, and economic ramifications should be explored.

Finally, the speaker suggested that the older generation listen to the new and have regard for the feelings of the young, whose energies should be directed into productive and creative channels. Young people were still idealistic. The qualities mentioned earlier by the governor should be used to attack imperfections of the world. He asked, "Can we be flexible enough—creative and adaptable enough—to respond to the problem . . ." that was presented? "Can we provide the right kind of climate—one in which the highest qualities of character are actively sought?" He answered affirmatively, saying that by doing so, the "new generation will have the chance to avoid many mistakes that have been made many times before."

FOUNDERS DAY DINNER

NORTH CAROLINA STATE UNIVERSITY

Raleigh, March 4, 1969

[The governor, speaking at Raleigh's Sheraton-Sir Walter on the occasion of the anniversary of the founding of his alma mater, talked briefly about the history of the illustrious school. He concluded his remarks with comments on the attitude of students and suggested positive steps which might be taken by the ones who were critical of institutions of higher learning, of faculties and administrators, and of parents.]

We are gathered to celebrate the eighty-second anniversary of the founding of North Carolina State University. We have come to recall again the struggling birth of our school that is today among the most respected in the nation.

The fight for the founding of State University was viewed by a group of twenty-four young Tar Heels—all under thirty—the young radicals of their day. They called themselves the Watauga Club. They advocated education for the children of farmers and mechanics—something pretty far out in their day.

But perhaps the man who was the catalyst in uniting solid farmer support behind the idea was Leonidas L. Polk,[55] founder of the *Progressive Farmer* magazine and North Carolina's first commissioner of agriculture. Polk pushed establishment of a North Carolina College of Agriculture and Mechanic Arts through the columns of his publication and in speeches. It was founded by act of the General Assembly on March 3, 1887.

The school opened its doors on October 3, 1889, with forty-nine students and six professors. Its physical plant consisted of one building and a stable. Today the main campus, including adjoining research farms, totals about 3,000 acres. There are eight undergraduate schools, a graduate school, some sixty departments, seventeen branch agricultural experiment stations—and a host

[55] Leonidas Lafayette Polk (1837-1892), editor and agriculturist from Anson County; member, North Carolina General Assembly, 1860, 1864-1865; first commissioner, North Carolina Agriculture Department, 1877-1880; editor, *Raleigh News*, 1880-1881, and publisher of *Progressive Farmer*, 1886; influential in establishment of North Carolina State College of Agriculture and Mechanic Arts; national vice-president, Southern Alliance, 1887, and president, 1889. *Who Was Who in America: Historical Volume, 1607-1896* (Chicago: Marquis Who's Who, Inc., Revised Edition, 1967), 487, hereinafter cited as *Who Was Who: Historical Volume*.

of other divisions and special offices. There are eighty major buildings on the campus with a total value of about $100 million.

I believe it can be truthfully said that practically everything North Carolinians eat, drink, and wear has been touched in some manner by State University, directly or indirectly.

The cornerstone for the first building constructed on the campus of the new college was laid on August 22, 1889. William J. Peele,[56] a member of the Watauga Club, was the speaker. Peele described it as "a temple reared by North Carolinians in affection for North Carolina and by North Carolina in affection for her children." Peele made this prophecy: "That the principle of industrial education, for the want of a habitation wherein to dwell shall walk naked in North Carolina no more again forever."

The building was later named Holladay Hall in honor of the first president of State University, Colonel Alexander Holladay.[57] It stands today.

Fifty years later, on the golden anniversary of the opening of State University, the late Governor O. Max Gardner described its creation as the symbol of democratic progress in public higher education in North Carolina. Governor Gardner, who was an alumnus of State, said, "Its founding broke the log jam that held back the benefits of education to the sons and daughters of the masses of our people. It literally sprung from the grass roots of democracy."[58]

A real measure of the dynamic character of the university is evident this week. Site visitation teams, mostly from federal agencies, are on the State campus every day this week and one day next week. The teams are here to see for themselves what progress

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[56] William Joseph Peele, attorney, native of Northampton County; 1879 graduate of University of North Carolina, Chapel Hill; studied law under George V. Strong; one of founders of North Carolina State College of Agriculture and Mechanic Arts and of North Carolina Literary and Historical Association; first chairman of North Carolina Historical Commission. Mrs. E. E. Moffitt (comp. and ed.), "Biographical Sketches of Contributors," *North Carolina Booklet*, VI (April, 1907), 254-256.

[57] Alexander Quarles Holladay (1839-1909), educator from Virginia; graduate, University of Virginia; studied, University of Berlin and law, University of Virginia and in Richmond; Confederate veteran; Virginia state senator; lawyer; president of several educational institutions, including North Carolina College of Agriculture and Mechanic Arts, 1899-1901; retired to farm. *Who Was Who in America* (Chicago: Marquis Who's Who, Inc., 3 volumes, reprinted, 1962, 1966), Vol. 3, *1951-1960*, 409, hereinafter cited as *Who Was Who*; information from Maurice Tolar, archivist, NCSU, by telephone, January 30, 1974.

[58] As quoted in *News and Observer*, October 4, 1939.

the university is making in research fields. Team members will base their recommendations for grants upon their observations.

A product developed by the School of Textiles is orbiting the earth with the Apollo 9 astronauts today. It is cloth that is extremely light and extremely absorbent. Faculty members in engineering fields have played roles in our nation's space venture.

These are only indications of State University's involvement in national and even international affairs. But it is known best for its involvement in the daily life of North Carolina. Research in many fields goes on continuously at State. Agricultural research is best known to the average Tar Heel. Because of research, North Carolina farmers have at their command the knowledge to produce more food and fiber than ever before in history. The average farmer does not take advantage of all the technical skills and knowledge available to him and so does not produce the quantity or quality of crops he is capable of producing.

I strongly believe that agriculture will increase in importance in North Carolina in the coming years. Even today, more people in the world go to bed hungry every night than go to bed with full stomachs. We have recently read newspaper stories of desperate hunger in our land, this land of plenty.

And in the same newspapers we read of student unrest at colleges across the nation—with students themselves unable to give coherent reasons for their actions. Some forms of student unrest are healthy. It reflects the dissatisfaction of growing and inquiring minds with things as they are and the desire to change things for the better. Vandalism, disruption, and destruction are, of course, something entirely different and should not be condoned. And they will not be condoned in North Carolina. I have often thought: Wouldn't it be ideal if the energies of our activist student youth could be channeled into constructive concerns?

Newspaper accounts of nutritional deficiencies among some of our poor point out consistently that lack of nourishment is often not from lack of food—but from lack of knowledge about how to prepare the food that's available. The most nourishing food does not help the family of an illiterate mother who cannot read the directions on how to prepare it. The simple ability to read—or some basic instruction on how to prepare food new ways—would help reduce the level of malnutrition greatly. We must understand that what are familiar, everyday foods to us may be unfamiliar to an illiterate mother. The very fact that someone is in-

terested enough to go into the home and show such a mother how many ways the foods she already has may be cooked would, in itself, work wonders to raise the spirit of such a family.

Student activists who make today's headlines give as an excuse for their actions, "we are seeking to help our people." I view most of these activities as expressions of extreme selfishness at most. I believe the man in the street is fed up with student activists. I do not believe the average taxpayer or members of the legislature are going to tolerate many more student disruptions regardless of what reasons may be given for the actions.

I believe it is time for a change of pace by student activists. I say to them—make use of your knowledge to help others less fortunate. A song says that change is blowing in the wind. Change is natural. But we always want change for the better.

I say to our marching students, march—but march to homes where the lamp of knowledge has never been lit and light it. Help those whose ignorance, whatever the reason for it, keeps them from helping themselves. This is a challenge I throw to our would-be student activists in North Carolina. Help us to build. It doesn't take any intestinal fortitude to tear down. It takes a lot to build. Whether you build or destroy, you are giving part of your life to do it, because time is the essence of life. The part you give in building will be remembered with pride. The part you spend destroying can only be remembered with regret.

Our society is not perfect. But no one has ever claimed it was. It cannot be changed in any given four years. And particularly it cannot be changed by fledglings whose only contributions to the adult world are the vigorous ambitions of youth.

Meaningful change comes about only through the will of the majority of citizens. The wheel of change, like the wheel of justice, turns slowly; but it never ceases to turn.

I am not saying the goals of all our student activists are wrong. Many of them are merely putting into words and actions the frustrations we have all felt toward life and society at one time or another. In some ways, students of today are more aware of life than at any other time in history. In other ways, they are the least aware.

For example, children of affluence cannot be expected to know of the hard, bumpy roads in life—roads their parents traveled in younger years when today's economic prosperity was a dream of the future. Many of these young people must yet travel their own hard roads, seeking their place in the sun.

I believe the chasm of understanding between parent and child is no larger today than it has ever been. But we have a name for it today—the generation gap. We must always remember that the things we do today affect tomorrow. We must guide our destiny with a firm hand and set examples we can be proud of a generation from now.

I believe that North Carolina State University today is training the leaders we can be proud of a generation from now—or in any generation. And I believe the solid contribution State graduates are making to our state give greater truth than ever to our state motto: To be rather than to seem.

State University is truly doing its share to make North Carolina the land "where the weak grow strong and the strong grow great."

NORTH CAROLINA MENTAL HEALTH ASSOCIATION

Raleigh, March 13, 1969

[The needs of the mental health programs in North Carolina had long been recognized, and much had been done to improve conditions and provide services since the end of World War II. Despite increased appropriations and additional facilities and staff, unmet needs were still evident. The governor, addressing the Mental Health Association at a dinner meeting at the Sheraton-Sir Walter in Raleigh, recognized the fact that the state needed to face problems and seek solutions to them.]

Being governor has its good days and bad days. Sometimes they seem worse than others. The other day I was thinking that our colleges are under siege, our tax proposals are under attack, my sideburns are being criticized, and my dog Duke ran away from home and wound up at the Juvenile Correction Department. Things were getting so bad I thought I would try a little prayer; so I called "Dial a Prayer" . . . and they hung up on me.

Being governor does have its good points, however. The state provides me with a nice limousine, a long black one—like they use in funeral homes.

I said in my legislative address in January we need to strengthen our program of mental health care here in North Carolina, remembering we should never lag in our support for those who are not so fortunate as we. We must help them to help themselves.

I support programs that will aid mentally retarded children. We should establish a diagnostic center to help us pinpoint the retarded child in infancy.

We must also make provisions to stem what I believe will be one of the most critical problems in the next decade—a shortage of trained manpower in the mental health profession. We must work on programs to increase adequate personnel not only in the mental health field but in all the health related fields. We know the need for personnel in these fields will never grow smaller but larger. We must take steps now to meet the need.

This means money.

I said in my budget message before the General Assembly that expanded programs for retarded children and mental health generally will require about $2.3 million in additional appropriations beyond that recommended by the Advisory Budget Commission.

The combined "A" and "B" budget recommendations by the Advisory Budget Commission for the Department of Mental Health are $5.5 million in fiscal 1969-1970 and just under $6.2 million in fiscal 1970-1971.

And, of course, this is just one facet of our state mental health program. There are also Dorothea Dix Hospital, Broughton Hospital, Western Carolina Center, Cherry Hospital, O'Berry Center, John Umstead Hospital, Murdoch Center, Caswell Center, and a few other smaller units. Each has its own budget and each is important. Each of these in its own way is helping North Carolina show the concern of its citizens for those less fortunate.

One of the major problems in maintaining a truly fine mental health program in North Carolina is the ever increasing difficulty in recruiting and retaining competent physicians, nurses, and supporting paramedical personnel.

Part of this has to do with salary levels—but not all of it. A major factor involved is the lack of people, both professional and semiprofessional, available to meet the growing needs. This is true not only in the field of mental health but is evident in all health services, both public and private. It's going to get worse before it gets better.

There is no need to recite the convincing statistics to document the need. There is little argument about that. The question is what to do about it.

During my campaign for governor, in my inaugural address, and in my legislative message I spoke of planning for the future—of looking ahead and preparing for the arrival of a new century just thirty-one short years away. I also spoke often of coming to

grips with the persistent problem of helping our predominately rural areas.

Adequate health care for our people is a vital part of this problem and this planning. We know our population will increase at an ever accelerating rate—it will double in a relatively short time. Where will we get the doctors, nurses, attendants, administrators, counselors, and all the other personnel necessary to a balanced and adequate program of health care?

The answer is simple—we must train them. That is why the program of Allied Health Sciences at East Carolina University authorized by the 1967 General Assembly and just now getting under way, has my full support. That is why I am pleased to see plans being made at long last to increase the number of medical students to be enrolled at the University of North Carolina at Chapel Hill. That is why the Comprehensive Health Planning efforts, now going on in North Carolina and involving the field of mental health, are so important. That is why I am not opposed to the idea of establishing another state-supported medical school to train physicians to meet a crisis we know is coming—which, in fact, is almost here.

I do not believe we should "lock ourselves in" by holding forever to the belief we can have only one medical school. It is expensive to operate such a school, but so is building roads and paying teachers in the public schools. It costs a lot to provide most services today. I urge the Board of Higher Education to direct its thinking and planning toward this goal.

There will be debate over where such a school should be located. I'm not so much concerned over that as I am that we get started. Even if we were ready to begin the first class this fall, it would be 1975 or later before the first physicians would begin moving into our communities. No institution is yet prepared. There is a lot of crawling that must be done before the new school can walk. But, again, I say we must give birth to it soon.

East Carolina University has expressed a strong willingness to begin a medical training program. The Allied Health Sciences program there is a needed move in this direction. To a layman like me, it appears reasonable that we should build on this beginning. As I see it, we will be well into the 1980s before we see any tangible results. And that's getting pretty close to the new century—a time when the demands for medical and paramedical personnel will be greater.

I want to make it clear that the state must not lessen its support of our medical school at Chapel Hill. We will need all the physicians it can graduate. But the experts say there is a limit to the size of an effective medical school. We should continue to expand the medical school at Chapel Hill to that maximum size, and this can be done while a new school is in the making.

Along with this expanded effort, I urge the Board of Higher Education to develop means to retain more professional medical personnel, especially general practitioners, to remain in North Carolina and to serve our rural communities and small towns. We should also provide incentives for professional medical people to work in our mental hospitals, mental health clinics, centers for retarded children, public health work, and other state-supported programs requiring medical personnel.

Further, I feel we should look for ways to assist financially North Carolina students attending our two private medical schools, Bowman Gray and Duke, with the stipulation that these students upon graduation will practice for a length of time in North Carolina. I believe this can be done, but again, we should not delay.

Finally, let me assure you that I have a continued deep interest in our mental health programs in North Carolina. There is room for improvement, of course, and my administration will work to bring about these improvements. I regret that state funds will not be available to meet all the requests made by the department for the next biennium. Perhaps there is some consolation in that the same is true with practically every other department and agency of state government.

But we have made progress in many areas and we will continue to do so. I welcome the strong support of mental health programs by you the members of the North Carolina Mental Health Association. The Bible says that "faith without works is dead." Our continued support for programs to aid our retarded citizens speaks clearly of our positive concern.

NEWS CONFERENCE ON DEVELOPMENTS IN TOBACCO RESEARCH

Raleigh, March 17, 1969

[At a news conference on tobacco research, Governor Scott made a number of comments on a subject vital to the economy of North Carolina.

For several years, following the indictment of tobacco as a cause of such health problems as cancer and emphysema, and subsequent federal regulations which required warnings of danger on packages of tobacco products, growers and producers of the weed were faced with almost insurmountable problems. The development reported on in this conference was typical of measures taken to counteract the antitobacco trend.]

A new method of processing tobacco reported in the news media of the state over the weekend could have important implications for the tobacco consumer, manufacturer, and producer, and for the economy of North Carolina.

The freeze-drying method of processing being developed through research at North Carolina State University produces marked changes in the physical and chemical properties of tobacco. Dr. William H. Johnson's[59] research indicates that the processing method may reduce tar and nicotine contents up to 60 percent, reduce burn temperature, and produce a milder smoke.

These factors may be important in the search for tobacco products which are not only less hazardous but more desirable to the smoking public.

Being able to alter the chemical composition of tobacco could have implications for all facets of the industry as well as for the consumer. Following is a summary of some of the possible implications of the research being conducted by Dr. Johnson, who is an associate professor in the Department of Biological and Agricultural Engineering and project leader in the area of tobacco processing.

Following are possible implications for the consumer:

The tar and nicotine contents of cigarettes may be reduced up to 60 percent by reducing the amount of tobacco in the cigarette.

Gaseous content on the cigarette smoke could be lowered with accompanying lowering of the burn temperature. This could be important in producing a less irritating cigarette.

Possible implications for the manufacturer include the following:

The freeze-drying process could be easily introduced just prior to the actual manufacture of the cigarettes.

The manufacturer would be given a greater degree of flexibility in manipulating the tobacco in the manufacturing of cigarettes.

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[59] William H. Johnson (1932-), native of Fayetteville; B.S., M.S., Ph.D., North Carolina State University; research instructor and later professor, North Carolina State. Telephone interview with secretary of Biological and Agricultural Engineering Department, North Carolina State University, February 25, 1971.

And there are possible implications for the grower:

That the freeze-dried tobacco has greater filling capacity and would reduce the actual leaf content of cigarettes significantly wouldn't automatically mean that demand for the raw product would diminish. At least two positive points could be made in this respect: (1) Flue-cured tobacco has a relatively low filling capacity, a factor in the use of increased amounts of higher filling air-cured types at the expense of flue-cured—suggesting that freeze-dried flue-cured possibly could be used for its filling capacity as well as for flavor and aroma; and (2) With the apparent potential to contribute to the development of safer and perhaps more desirable cigarettes, the ultimate effect of the new processing method on consumption could be one of maintaining or expanding current levels.

Other potential consumption-related factors could be the elimination of the filter, since theoretically it wouldn't be as necessary to filter and cook the smoke; manufacturers possibly would consider reducing or eliminating the use of the leaf midrib, which accounts for 18 to 25 percent of leaf weight, and use more of the laminae and consequently more tobacco; blends of conventionally processed and freeze-dried leaf would seem more likely than 100 percent use of the freeze-dried product.

This research at North Carolina State University is only a crack in the door, but it illustrates what research can do in the ultimate development of a safer and more acceptable tobacco product. There is need for considerably more research in this area. Therefore, I will support increased funds for tobacco research to follow through on this process, which won't be perfected for some time.

NORTH CAROLINA CITIZENS ASSOCIATION

Raleigh, March 19, 1969

[An economy built on spending and inflation was the rule rather than the exception during the 1960s. In his noon address at the Sheraton-Sir Walter in Raleigh, the governor discussed problems resulting from the high-cost-of-living economy—problems of nationwide and statewide impact. North Carolina's sound fiscal policies were in sharp contrast to those of debt-ridden states and the national government. Scott used the occasion to speak in favor of proposals whereby the Tar Heel State would derive maximum benefit from revenue-sharing proposals.]

After two and one-half months in office, I've just begun to learn what every divinity school student learns his first day in class:

Nothing scatters a congregation quicker than a sermon on tithing.

A few days ago I sent my first budget message to the General Assembly. In it, I dealt in some detail with the question of additional revenues for our state. Never for a moment did I expect my recommendations to sail through unquestioned. But frankly, I have been almost bowled over by the imagination of the opposition—those opposed to my recommendations. How was I to know that they would come up with a catchy new slogan like, "What this state needs is a good five-cent cigar?"

Thus far I have restrained those who are eager to cite what every divinity school student learns on his *second* day in class: "If your sermon on tithing doesn't work, try one on the evils of drinking and smoking."

Seriously, I am extremely pleased to be with you. We share a mutual concern for the fiscal health of this state, and I'm pleased to have this opportunity to touch briefly on a few developments brewing on the horizon that may profoundly affect our future. For the sake of this discussion, I believe we can define three broad categories, each of which involves fundamental economic questions:

(1) Does the current state of the national economy pose special problems for our state?

(2) How attractive is federal-state revenue sharing as a new source of income?

(3) How can North Carolina achieve the balance of maximum impact with the revenue resources available to us?

THE NATION'S ECONOMY

In response to question one, we all know that the country is caught up in a dangerous spiral of inflation. By the final quarter of last year, the consumer price index was rising at a rate which would double prices in just fourteen years.

The productivity of our economy is improving at roughly 3 percent per year. Yet labor costs last year increased at about 7.5 percent per man hour. This left businesses with a higher unit cost. Obviously rising prices then become a chief factor in wage demands.

Perhaps the worst aspect of inflation is that it encourages a foolish attitude toward debt. Mr. Paul McCracken,[60] chairman

[60] Paul Winston McCracken (1915-), educator and economist from Michigan; native of Iowa; M.A., Ph.D., Harvard; university professor;

of the President's Council of Economic Advisers, suggests that we are beset by "an increasingly pervasive inflation-mindedness."

For example, heavy borrowing on thin equity has become a good thing because borrowers confidently anticipate repaying debts in dollars of eroded purchasing power. It hardly takes an expert to see that this psychology and the problem feeding it spell special problems for our state. Inflation hits especially hard where per capita income is very low, as ours is.

But the poor do not suffer alone. Retired persons buy less and less with their fixed assets. The small saver suffers a loss in actual income. On the other hand, people in the middle income brackets are encouraged to borrow beyond their means. The forces that exert this pressure are primarily external; but external or not, clearly our fiscal policies must be shaped and put into practice with these pressures taken closely into account. Ultimately, our national economic policy will determine whether the brakes are applied to inflation, or whether added fuel stokes its fire. Our reaction must be guided by the insistence that taxes remain reasonable . . . and that we meet the growing needs of a growing state by spending in the wisest possible manner.

FEDERAL-STATE RELATIONS

Given the present set of circumstances, federal-state relations take on added significance. I have always felt that the states are the backbone of our federal system; but in candor, I must admit that today state governments are on trial as never before. We are going to have to change, and change significantly. Otherwise, we will merely preside over the liquidation of responsibilities held in state capitals—responsibilities that will be merely transferred to Washington.

I believe we *can* and *should* retain our rightful responsibilities. But before getting into how to retain them, let me tell you why I think we—meaning the state governments—are in deep trouble.

Consider the perplexing problems that often confront a business operating in more than one state—problems that might be eradicated by closer cooperation between the states.

The confusion syndrome continues to plague state govern-

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member of Council of Economic Advisers, Washington, D.C., 1956-1959, named chairman, 1969. *Who's Who in America, with World Notables* (Chicago: Marquis Who's Who, Inc., 1970), Vol. 36, 1970-1971, 1503.

ments; in fact, this has forced business to ask Congress to clear up, for example, a flood of questions on tax jurisdiction.

If you doubt that state responsibility has deteriorated seriously, listen to some of the official rhetoric of our times: tax incentives for private industry; mass urban transportation systems; negative income tax; guaranteed annual income; community action program. You hear these terms every day, and a common feature of each enables the federal government to bypass the states and spend money directly with municpial governments, private organizations, or even individual citizens.

Federal money is beginning to flood in this direction with hardly an eyebrow raised. A proliferation of nonprofit corporations now dabbles with virtually every domestic national problem—whether real or imagined. Even private corporations run Job Corps camps, design mass transit systems, and retrain the unemployed.

My point is not to single out any program for criticism. I'm merely noting that state governments have been outflanked financially—questioning whether the attack on many major domestic problems might better be directed from Raleigh than from Washington. I believe it can, but not unless we're more responsive to the needs of our people. Our proximity to these problems must gain for us an insight that only we can see.

I shrink from the role of the 5 percenter—a role in which solutions are divined in Washington and sent with funds to a middleman in Raleigh. There, after further administrative costs are deducted, money and plans can be funneled on down to local government. That approach is wasteful. It is also autocratic. I would like to see more of the effective plans initiated here in Raleigh go into operation; however, I can assure you that good plans are much easier to come by than is the money to fund them.

REVENUE SHARING

For this reason, I believe we need to take a close look at current revenue-sharing proposals now under consideration by Congress.

There is nothing new in the concept. In his second inaugural address, President Thomas Jefferson suggested the use of federal aid to states for "rivers, canals, roads, arts, manufactures, education, and other great objects within each State."[61]

[61] Jefferson's elaboration on this thought may be found by consulting Davis Newton Lott (annotator), *The Inaugural of the American Presidents: From Washington to Kennedy* (New York: Holt, Rinehart and Winston, 1961), 20.

A great variety of ways of rendering such assistance have been suggested. Let's examine just briefly the methods most frequently mentioned:

Tax sharing—This would benefit high income states more because the shares would correspond to the proportion of federal income taxes collected in the state. For example, New York would get about 18 percent under this proposals, but not nearly as much under the others.

Tax credit—Here, individual taxpayers could deduct a portion of their state income taxes from their federal income tax liability. States like Connecticut, New Jersey, Massachusetts, and Pennsylvania would benefit most from this.

Block Grants—These proposals tend to benefit most the low income states, such as ours, because they contain an equalization feature. For example,Mississippi would receive about 2.5 percent under the block-grant formula, but only about .3 of a percent under the tax-sharing plan.

Just in passing, I might point out that a large number of states —such as Nevada, Alaska, and Missouri—tend to benefit most from the status quo, because they receive larger shares of federal funds from existing program grants than they would under the other methods.

Personally, I strongly support the block-grant idea. The first and most obvious reason is that it would mean more money for North Carolina. But I have other equally valid reasons for my position.

Our per capita income is barely half that of New York—and a full third below the national average. This fact hardly supports Governor Rockefeller's[62] case for increased federal aid to New York. If New York's citizens cannot raise the money for the public services they want—where are they going to get it? We can ill afford for any portion of it to come from us.

I am mindful of the fact that this proposal has been criticized on the grounds that the pleasure of spending public money must be connected with the pain of raising it. That statement has quite a neat-fitting sound to it, but its veracity seems highly questionable.

Federal aid is a fact of life. We can hardly afford to be contentious about a philosophy that has become such a thoroughly ingrained practice of our system. Still, it would be foolish not to

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[62] Nelson Aldrich Rockefeller (1908-), politician and governor of New York; A.B., Dartmouth; special assistant to president of U.S. before becoming governor of New York in 1958. *Who's Who in America, 1972-1973*, II, 2679.

recognize that one of our system's worst tendencies at the moment is to dispense these funds on a first-come-first-served basis.

There must be a better way. Certainly the block-grant method of revenue distribution represents a fair way of spreading it around.

SPENDING WISELY

Regardless of the manner in which this debate is resolved, we must continue to make the wisest possible use of our resources. No amount of federal largess is going to eliminate this requirement.

In North Carolina, our budget must by law be balanced with respect to income and expenditures. This requirement has helped us skirt many headaches and has enabled us to enjoy the highest credit rating available to state governments. Few others can make this claim.

Efforts to curb inflation have now jacked interest rates to a fifty-year high. Despite the need of our educational institutions, mental hospitals, and other service agencies for new facilities, these high rates alone seemed to preclude the issuance of capital improvement bonds.

After carefully weighing agency requests for funds against the funds available to do the job, I felt that our revenue supply simply had to be increased. The time has come to close North Carolina's gaps in income, housing, and education. The time has come to improve the quality of life of many Tar Heels who remain unaffected by the rising level of prosperity. An effective effort at closing these gaps cannot be made without additional money, and yet money alone is not the answer.

One of the keys will be to improve government at every level in North Carolina. How else can we generate the maximum impact with each dollar of revenue raised? Our counties and towns—particularly the smaller ones—must have the staff and budget needed to act on problems confronting them now, and plan for tomorrow in better ways than before.

None of these goals I have mentioned can be reached unless we are able to create a climate in which each citizen is able to grasp a view of a great future—a view that is now but spreading light on the far horizon. Each of us must be willing to work for the future. Revenue is but one means that can help us achieve this end. The public will is the key, and I believe it is strong and ready to move ahead.

ALL AMERICA CITY LUNCHEON

Charlotte, April 2, 1969

Governor Scott participated in ceremonies on the occasion of the recognition of Charlotte as an All America City. He commended the city for its efforts of the past and for its practical plans for improvement in the future. As a result of concern for their metropolis and authorization to their leaders to act, Charlotteans had received this award. Scott urged all North Carolinians to dream and build so as to have a better state which, in turn, would mean improved cities. The award put Charlotte in an elite class, but the governor reminded the citizens that much would be expected of them in future years.

INDUSTRY APPRECIATION WEEK

Mebane, April 4, 1969

In his opening remarks, the governor commended the town of Mebane for its role in ensuring progress for North Carolina. The town had made notable progress, showing growth and energy through its industrial development. At both state and local levels, the growth of industry in the Tar Heel State had been outstanding; appreciation was expressed to the Division of Commerce and Industry of the Department of Conservation and Development and to local chambers of commerce. Notice was taken of the state's second-place ranking in industry hunting during the preceding year. Second only to Ohio, which had a highly developed industrial system and used revenue bonds to attract industry, North Carolina's accomplishment was deemed no small one. Scott referred to the efforts of the approximately 215 industrial development corporations and the more than 315 local chambers of commerce in North Carolina. Regional development organizations were working toward the same goal; railroad and utility companies had teams working for new industry. All of these efforts showed that industrial development was a "major fact of life in North Carolina. . . ."

Success was attributed to people—good and industrious people. Industry was sought as a means of providing better lives for North Carolinians. The state had natural resources: clean air, fresh

water, a historical coastline, and its "most precious resource"—people. People were found in all walks of life, with varying skills, and with varying degrees of education. The fact that 45 percent of those who entered the first grade failed to graduate from high school was indicative of the need of the state to strengthen its programs. The move from rural to urban areas was a real fact, and most of the moves were made in an effort to improve the economic position of people. The low per capita income was a concern of the Scott administration; education and new industry with decent wages could remedy the situation.

The governor reiterated the broad goals of his administration as expressed in his inaugural address: government that merited confidence of the people, balanced growth for all sections; realistic and adequate planning; and a united community. The speaker reminded the Mebane audience of his recent recommendations for expansion of programs and means of financing them as outlined in his messages to the General Assembly. He explained that the strength of the state was in the people, and it was to their advancement that he was dedicated.

GOVERNOR'S BEAUTIFICATION COMMITTEE LUNCHEON

Raleigh, April 14, 1969

After expressing thanks to members of the committee, Scott endorsed their work. Suggesting that beautification begin at home, he expressed hope that a plan would be developed whereby flowers or blooming shrubs would surround the Capital area and the Executive Mansion on a year-round basis.

The committee resulted from a two-day conference on beautification held in April, 1966. Its pilot program involved some 850,000 schoolchildren during the "Keep America Beautiful" campaign; a brochure had publicized the need for beautification efforts. The current anti-litter campaign and clean-up program, involving 350,000 high school students, would have both immediate and lasting effects. Success of the committee in soliciting funds from industry and business was also noted by the governor, who urged the group to plan well, act wisely, and preserve and utilize natural resources to the fullest. Proper planning would help prevent the need for anti-litter and clean-up campaigns; and control of litter was essential if the state's tourist business—its second largest

industry—continued to prosper. Scott praised the committee for operating as an independent group free from special interests. He urged the group to continue that way, suggesting ways in which the goal could be accomplished:

With state aid or federal aid, you might lose some of your freedom of movement and you will become dependent upon a legislative body for funds to implement your program. In relying upon them for funds, you may be in a position where you are unable to push the programs that are important to the people of North Carolina in the area of beautification. I believe that you want this freedom of expression. Your freedom of expression should remain a primary goal of your committee. You should never let yourself be tied to a special interest group. You may ask the question, how do you run the organization without state aid, federal aid, or aid from special interest groups? I believe it can be done among several of the following ways:

(1) You can continue to solicit and step up your drive in the area of contributions by business and industry. Your current drive seems to be moving along very nicely and should result in a great deal of income for the operation of your committee.

(2) Contribution of services may be made by business and industry. Billboards, printing, and mailing costs are the types of things that industry and business are willing to do for a private group . . . interested in the beautification of North Carolina.

(3) Contributions can be made through taking advantage of services available through our state and local govenmental agencies. You are currently using the school system in order to get certain information out on the anti-litter campaign. The Highway Department and other departments of state government are in a position to offer certain types of services in the area of clean-up campaigns and other beautification projects.

(4) I expect that you could even approach foundations for contributions of projects that are innovative and would help to pilot ideas in the area of beautification and clean-up campaigns.

Governor Scott continued by urging the committee, as its second objective, to work with groups in North Carolina which were already involved in programs of beautification at the local level, such as the Extension Service and the Area Development associations. A third objective would be the establishment of policies, activities, and programs at the state level which would be sent out across the state to citizens, industries, and businesses, and other groups. A fourth objective would be the involvement

of industry and business; a fifth would be the establishment of education-type programs through the schools and other interested groups.

The challenge was to prepare for the future. In his final remarks, Governor Scott said, "The challenge is yours; the opportunity is yours; the people of North Carolina are counting on you."

STATEMENT BEFORE COMMITTEE ON PUBLIC WORKS, HOUSE OF REPRESENTATIVES, CONCERNING COASTAL PLAINS REGIONAL COMMISSION

Washington, D.C., April 15, 1969

[Legislation was introduced in the United States Senate whereby funds would be provided to carry out the purposes of the Appalachian Regional Development Act of 1965, as amended, and Title V of the Public Works and Economic Development Act of 1965, as amended; another bill was introduced to authorize funds to carry out the purposes of Title V of the Public Works and Economic Development Act of 1965, as amended. Hearings on these bills (S. 1072, S. 1090, and related bills) were held March 5, 6, and 7, 1969. In the House, similar legislation was introduced to provide for the renewal and extension of certain sections of the Appalachian Regional Development Act of 1965 (H.R. 4018 and related bills); hearings were held March 25, 26, 27, and April 15, 16, 17, 22, and 23, 1969. Governor Scott appeared before the Senate Subcommittee on Economic Development of the Committee on Public Works on March 7 for the purpose of discussing the Coastal Plains Regional Commission. Dr. William L. Turner, director of the Department of Administration, read the statement of Governor Scott, printed below, before the House committee on April 15. *(Hearings before the Subcommittee on Economic Development of the Committee on Public Works, United States Senate, Ninety-first Congress, First Session on S. 1072 . . . [and] S. 1090 . . . March 5, 6, and 7, 1969,* Serial No. 91-5 [Washington, D.C.: U.S. Government Printing Office, 1969], 298-301; *Hearings before the Committee on Public Works, House of Representatives, Ninety-first Congress, First Session on H.R. 4018, and Related Bills . . .* [Washington, D.C.: U.S. Government Printing Office, 1969], 212-217.) Though legislation died in committee (See *Congressional Index, 91st Congress* [New York: Commerce Clearing House, Inc., 1969-1970]; *Congressional Record Index* to the Ninety-first Congress, First and Second sessions), economic development was to be the subject of congressional action in the Ninety-first Congress. Bills to extend public works projects and regional development programs (S. 575, H.R. 5376, H.R. 6588, and related bills) were the subject of extensive testimony prior to congressional action. Despite favorable action by Congress, the $5.7 billion public works measure was vetoed by President Nixon in June, 1971. See *Congressional Quarterly Weekly Report,* June 18, 1971, for a summary of approved

legislation; news release of Governor Scott, June 30, 1971, which discusses the presidential veto.]

Mr. Chairman and Members of the Committee on Public Works, it is my pleasure to appear before you today on behalf of the Coastal Plains Regional Commission. I would like to bring you up to date on the commission's activities during its brief existence, discuss our plans and hopes for the future, and point out how the legislation now before you would affect those plans.

The Public Works and Economic Development Act of 1965[63] authorized, under Title V, the designation of regional development commissions. It was on December 21, 1966, that the secretary of commerce officially designated 159 counties in North Carolina, South Carolina, and Georgia as the Coastal Plains Economic Development Region. The commission was legally chartered by joint federal-state action on July 29, 1967.

Since the organizational meeting on September 13, 1967, the commission has accomplished a great deal. Plans have been developed which outline what we think are realistic goals for the region and workable strategies for achieving those goals. Specific programs and projects have also been developed to implement our plan.

We feel the Coastal Plains Regional Commission has reached a point where we must get on with the job of translating our plans into reality. The members of this commission do not want the plans we have developed for our region to be filed away and forgotten. Our effort will have been wasted and serious damage done to the hopes of our people unless programs of action accompany the planning process.

It is in this sense that the legislation before you is of particular importance. Two bills, HR 9726 and HR 9742, introduced by Mr. Dorn[64] and Mr. Henderson,[65] both members of this committee,

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[63] PL 89-136, which passed August 26, 1965.

[64] William Jennings Bryan Dorn (1916-), Democrat from South Carolina; member both of House and Senate in South Carolina before being elected to Congress; elected to U.S. House of Representatives, serving in the Eightieth and Eighty-second to Ninety-second congresses; World War II veteran. *Who's Who in America, 1972-1973*, I, 836.

[65] David Newton Henderson (1921-), congressman and lawyer from Wallace; B.S., Davidson; LL.B., University of North Carolina, Chapel Hill; former solicitor and judge; elected to Congress, November, 1960, serving in House of Representatives, Eighty-seventh through Ninety-second congresses; World War II veteran. *Who's Who in America, 1972-1973*, I, 1401; *North Carolina Manual, 1967*, 537-538.

bear directly on the needs of the Coastal Plains Regional Commission.

We are grateful to Mr. Dorn and Mr. Henderson, and also to Congressman Walter B. Jones,[66] who has introduced an identical bill, HR 9942, for the initiative they have taken to enable our commission to carry forward its constructive program for the Coastal Plains Region. We welcome the opportunity to comment on these bills in particular.

The Coastal Plains Region extends from the fall line, which marks the outer limits of the Piedmont area to the Atlantic seacoast, from Virginia southward to the Florida line. The region has a median income level that is well below the national average; a high percentage of substandard housing; its educational attainments are below national levels; and it has a higher than average rate of out-migration. The purpose of the Coastal Plains Regional Commission is to stimulate orderly and accelerated economic growth in order to reverse these indications of lagging development.

You have been supplied with copies of the annual report of the commission for the period ending June 30, 1968. This report, along with other material which I shall offer for the record, gives you a comprehensive overview of the Coastal Plains Region. I will, therefore, concentrate my comments on those aspects of our commission's work which I feel are most pertinent to the legislative proposals now before your committee.

I should like to stress one thing, however, and that is—if the purpose of all the activities of our commission could be stated as a single objective, it would be to close the income gap. In 1965 the 5 million Americans in the Coastal Plains Region earned some $5.3 billion less than what they would have had their earnings been equal to the national average. We cannot afford to sit by and allow an income gap of these proportions to continue into the future. Shocking as these figures are in monetary terms, they are even more appalling when translated into the human misery which flows from this situation. In the interests of the nation, as well as the region, we must find ways to generate economic activity which will progressively close this income gap and improve the total environment for living and working in the Coastal Plains

[66] Walter Beamon Jones (1913-), congressman from Farmville; B.S., North Carolina State; state representative, 1955-1959; state senator, 1965; member, U.S. House of Representatives, Ninetieth through Ninety-second congresses. *Who's Who in America, 1972-1973*, I, 1632; *North Carolina Manual, 1967*, 536-537.

Region. This is the central purpose of our regional program and all our plans are designed to move in that direction.

In the process of developing a long-range regional plan, which was required by the 1967 amendments to the Public Works and Economic Development Act, the commission initiated a series of staff studies and consultant contracts to develop the basic intelligence that would provide the foundation for the Regional Plan and form the basis for establishing priorities in the use of public investments from all sources—federal, state, or local.

The commission, from the start, has recognized the need to seek help and advice from government, civic, educational, and business leaders at the state and local levels. Many of these advisers continue to render invaluable assistance to the commission in a more formal manner as members of various advisory committees. We feel that this close working arrangement with state and local leaders is an essential element in our program to improve the economy of the Coastal Plains Region.

The initial research and planning effort provided the basis for preliminary judgments about areas of program emphasis. Therefore, the commission, on January 19, 1968, adopted the following target areas:

1. Industrial Development
2. Marine Resource Development
3. Education and Manpower Training
4. Tourist Industry
5. Agriculture and Forestry

Transportation, with emphasis upon developmental transportation, was officially adopted on April 30, 1968, as the sixth target area. We are currently looking at health and housing as two additional areas requiring concentrated attention. The lack of adequate housing, particularly for low- and moderate-income families, represents one of the most formidable barriers to sustained economic growth. About 56 percent of the housing units in the Coastal Plains Region are unsound or lacking adequate plumbing facilities. Housing shortages impede the creation of a concentrated urban base for regional development, forestall expansion of existing economic activity, and inhibit the location of new activity. Without a concerted effort to secure needed housing, much of an area's potential for development may go unrealized.

The target areas identified here were selected from a broad range of needs and opportunities because each of these involves

regional resources that demand priority effort from the standpoint of economic return to public investment.

Contracts for program and project design studies by professional consultants in support of the small commission staff were subsequently awarded and technical assistance grants for the development of public investment plans were made to planning agencies in each of the three states. This approach provided a blend of state and regional input into the regional plan.

Mr. Chairman, permit me to offer for inclusion into the record at this point the Initial Action Planning Program adopted by the commission. This consists of a staff presentation and an initial commission program for each target area. These subsequently formed the basis for the contractual scope of work for consultants who were engaged to conduct more detailed studies and to make recommendations for action programs in the target areas.

Following the award of contracts, commission advisory committees were created in Education and Manpower, Agriculture, and Marine Resources. Each governor personally appointed distinguished citizens from his state so that from the outset the commission staff and consultants had the benefit of advice from leaders throughout the Coastal Plains. Marine Resources and Agriculture recommendations stemmed principally from regional advisory committees, assisted throughout by commission staff. Consultants in the different target areas were required to meet with each other and the staff during the course of study to exchange information of interdisciplinary importance.

Concurrently with this effort, comprehensive State Investment Plans were in preparation as a major input for the Regional Plan. As an important side benefit, each state's planning capability is being strengthened to the point where the states should be able, by the second or third year of commission operation, to project public investment requirements for a five-year plan.

The close monitoring of consultant studies and State Investment Plans enabled the commission to begin preparation of a comprehensive Regional Plan as required by the 1967 amendments to the act. Such a plan was in fact considered and approved by the commission on December 19, 1968, subject to further refinements and final editing. That plan sets forth an overall strategy for regional development, confirms the target areas, and adopts courses of action in each target area to be carried out in the next two-year period. Pending the completion of consultants' reports in certain areas, the plan has not yet been put in final

form for submission to the secretary of commerce for his approval as required by statute. I should like, however, to offer for the record at this point a summary of the plan which contains all of its essential elements. The full plan will be supplied to the committee as soon as it is available.

Fulfillment of our Regional Plan will require a new order of effective intergovernmental cooperation between the commission, the federal government, the states, and local political subdivisions. Mr. Chairman, it is my firm conviction that the time for such cooperation is upon us. In my first message to the North Carolina state legislature on January 22, 1969, I stated that "Only by close, coordinated interaction with the federal government and with local governments can the state achieve its goals of better government for all its people. Only through partnership with the state can local governments provide the services its citizens demand."

The Coastal Plains Regional Commission and our three states are ready for such a joint "partnership for progress." I am confident that the federal agencies will cooperate to the extent they are authorized by law to do so.

In order to facilitate this partnership, I have asked the North Carolina legislature to authorize the establishment of a Department of Local Affairs. One of the three major divisions of this department will be the Community Planning Division. This division will provide planning assistance to municipalities and counties and joint and regional planning boards established by two or more governmental units in the solution of their local planning problems. This department will assume a major role in strengthening the ability of local governmental units to take advantage of the numerous federal and state programs and to respond to local needs.

The existing law governing operations of the Title V regional commissions is planning-oriented rather than action-oriented. This is as it should be in the initial phase of a regional operation. Congress must have contemplated, however, that at an appropriate time authority and funding would be made available to enable these plans to be carried out. I believe the appropriate time is now.

It is true the 1967 amendments, by adding the new Section 509 authorizing supplemental grants, made possible a small beginning in the direction of action programs. But it was a small beginning indeed, and the method chosen, while useful within its limitations, does not fill the need for systematic implementation of the com-

prehensive plan. By "limitations," I am referring not just to the level of funds authorized for supplemental grants. The shortcomings of Section 509 for purposes of implementing a comprehensive plan are more basic in character than limited supplemental grant funds.

Section 509 funds may be used only to supplement basic grants-in-aid approved by federal agencies in accordance with statutes, rules, and regulations governing their particular programs, and only to the extent basic grant funds are available for the funding of projects. There are many instances in which existing basic grant programs are too inflexible or not completely adaptive to a well-conceived plan for regional development. States and localities are experiencing great difficulty in making effective use of the federal system of grants-in-aid. The narrow categorical character of these programs, the inconsistency and even the conflict of purpose between programs, the detailed requirements which have the effect of reducing to the vanishing point the discretion that may be exercised by state or local officials—these all diminish the utility of these programs under the best of circumstances. The difficulties are compounded when an attempt is made to select among the available federal programs those which can serve regional development purposes and bring projects to the point of approval at the time and in the locations required by a comprehensive regional action program.

This is not to say that Section 509 supplemental grant authority is not an important and useful tool in economic development. Its greatest value is that it enables federal aid to be extended to state and local agencies that are unable to supply the full matching share required. It sometimes affords the best means of funding a particular project that is eligible for federal assistance and can make a significant contribution to regional economic development. My point is that it is only one of the tools needed to do the job, and an imperfect one at that.

I find myself in agreement with Senator Kennedy[67] when he urged continuance, at this time, of the supplemental grant provision but suggested that it be examined in future hearings to detect its flaws and eliminate them through further legislation.

What is needed now is a new form of authorization designed for the purposes of regional economic development that will enable

[67] Edward Moore Kennedy (1932-), senator from Massachusetts; A.B., Harvard; LL.B., University of Virginia; member of U.S. Senate since 1962. *Who's Who in America, 1972-1973*, I, 1690.

the Title V commissions to begin the systematic implementation of their comprehensive plans. We need legislation that will enable the commission to take full advantage of existing federal aid programs and also to strengthen and supplement the extra efforts which the state and localities are prepared to make in support of regional development. We need legislation that will enable the commissions to work in close cooperation with private organizations that are prepared to supply the essential ingredients of private investments, management, and leadership.

We need a new form of authorization that permits the commissions and the cooperating states to exercise discretion within clearly defined limits in the allocation of available resources to the programs and projects that will best serve the purposes of regional development.

This committee has before it, in HR 9726, HR 9742, and HR 9943, legislative proposals which would provide the new authorization which we consider essential to the future operations of the regional commissions. The Coastal Plains Regional Commission strongly supports this new legislative authority and urges that this committee recommend it to the House for approval.

The new authorization is contained in Section 4 of these bills, which would add a new Section 510 to the Public Works and Economic Development Act of 1965. Section 510 would make funds available to the regional commissions which they could use to carry out activities included within comprehensive long-range economic plans. The commissions would have discretion to allocate these funds to programs and projects in specified fields related to the purposes of the act.

However, Mr. Chairman, I am concerned that the level of appropriations authorized for each commission does not, in the case of the Coastal Plains Regional Commission, meet the needs which have been set forth in our initial program recommendations which were adopted by the commission on December 19, 1968. These needs are outlined in the summary of our Comprehensive Long-Range Plan which I offered for inclusion in the record a few moments ago.

These program recommendations reflect what we consider to be minimal public investments, over the next two years, to initiate a carefully conceived program that takes into account the complex interrelated nature of the economic development problem. The commission program suggests expenditures of $168,625,000 from

federal sources, with an additional $44 million from state and local sources.

The funding authorized under Sections 509 and 510 as provided in HR 9726 and the related bills would meet the needs of the commission program with the exception of the $115 million requested for an intensified highway construction program. Mr. Chairman, from one source or another, we must obtain funds to initiate a developmental highway network throughout the Coastal Plains Region.

The grant authority which would be granted to the commission under Section 510 would by no means be unrestricted. The use of Section 510 funds is carefully safeguarded.

Assistance may be provided only for activities included within a comprehensive plan that has been approved by the secretary of commerce in accordance with Section 503 (a)(2).

Activities assisted must fall within clearly specified fields related to the purposes of the act.

Any program or project, to be eligible for assistance, will have to meet criteria set forth in Section 504 of the act.

No program or project could be implemented without the approval of the commission and of the state member in whose state it would be carried out.

It is required that programs and projects be carried out, to the maximum extent practicable, by federal agencies or by state or local government agencies pursuant to cooperative agreements or arrangements with the commission.

We feel that these are reasonable restraints to protect both the federal and state interest, to prevent unnecessary duplication of function, and to assure that the new authority will be used for the intended purposes.

The provisions of this bill have been examined by all the members of the Coastal Plains Regional Commission, and they are agreed that, except for the inadequacies with respect to the developmental highway program, it will indeed provide the means for implementing our comprehensive Regional Plan. They strongly support the proposed new Section 510.

We believe that enactment of this section will mark the beginning of a new era of federal-state cooperation. It will give reality to the concept of partnership within the federal system. Most important, it will help bring government in this country closer to the people and will strengthen the institutions through which they are attempting to solve their own poblems.

On behalf of the Coastal Plains Regional Commission, I urge this committee to give its support to the amendments to Title V of the Public Works and Economic Development Act of 1965 which are contained in HR 9726 and other bills and to seek their early enactment by the Congress.

GOOD NEIGHBOR COUNCIL CONFERENCE

Raleigh, April 17, 1969

[The years of the sixties were marred by strife between the races, and in North Carolina positive steps were taken to overcome racial turmoil through conferences and an understanding of the minds. The North Carolina Good Neighbor Council was established in 1963 during the administration of Governor Terry Sanford. Its purpose was to encourage employment of qualified individuals regardless of race, to inspire young people to obtain needed education so that they could qualify for better jobs, and to seek solutions to problem situations arising because of racial animosities. The council was made statutory in 1967, under the Dan Moore administration. A number of communities throughout the state adopted the idea and utilized their own councils to work in the area of race relations in the several localities. Representatives from councils throughout the state met in Raleigh's Memorial Auditorium to hear Governor Scott's speech of encouragement and support for the work being done in the field of race relations.]

As your governor, I welcome you to Raleigh and this Governor's Conference for Good Neighbor Councils. We are meeting here today to discuss some of the concerns that now confront us—others we may face in the future days.

The Good Neighbor Council was created to be a means of helping all the people of North Carolina enjoy a more meaningful relationship. This conference is a tool to use in that task. But the tasks any tool will perform are limited by the imagination of the user. The scope of the tasks the Good Neighbor Council can do is limited only by the imagination and dedication of its leaders.

The Good Neighbor Council can play a number of important roles in our state. We know we have hungry people in our state, people who do not get enough to eat in this era of plenty in our nation. Many of these hungry are children. We are concerned with hunger among any segment of our population, but we are greatly concerned when we learn of hungry children.

I announced earlier today a special pilot program of free lunches for students at fifty schools in North Carolina. All of the children



Scott was interested in continuing the good relationship between the races for which North Carolina had become well known. Here he is pictured with representatives of several midget teams and one of the coaches.

at those schools—which were selected statewide—will be given free lunches during the month of May. The program will be financed by federal funds. The schools selected are in areas where the need is greatest. These schools are already receiving a great deal of federal assistance in their lunchroom programs. The purpose of the pilot program is to help determine the effects of good nutrition on learning.

I will study the evaluation of this program with great interest. Such an approach could be a very effective tool in our efforts to combat hunger in North Carolina, because it reaches the ones that concern us most—the children. Hungry children in this state must be fed. We have a group working on the extremely complex problem of hunger, and we must solve it. Perhaps the Good Neighbor Council could find the solution.

We have too much inadequate housing in North Carolina. I plan in the near future to announce a plan to help low income families acquire decent homes of their own. There will be many families

who will not know which way to turn when they hear of this opportunity. The Good Neighbor Council could very effectively serve as liaison between these people and the agency that will be in charge of the program.

Because members of this council are distinguished leaders in their own areas, I believe they individually and collectively would be an effective voice for the poor. These are two possibilities. I know your fertile minds will find others.

I look upon the Good Neighbor Council as a state-level, state-sanctioned service organization. Because I believe that service to mankind is man's highest calling, I hold this council in high regard. It is such organizations as this that can be a bulwark of our democratic society. We need dreamers who can face reality head on and deal effectively with it. We need idealists who can look upon the imperfections of our world as challenges rather than pitfalls, who can hold fast to high ideals while others deride them as irrelevant.

We must remember that every man is important and that every man has a contribution to make to society. I said in my inaugural address that we will work for the day, yes, we will live for the day, when every man walks in dignity and is mindful that he is regarded for his individual worth and that alone. For many of our poor, the chance to walk in dignity is about all they have left.

Every county has its own stories of able-bodied men on welfare who refuse to work. Those stories are widely told. But for every one who turns down work and somehow or other manages to live off the sweat of other persons who work and pay taxes, there are dozens of untold stories of people who constantly seek work, people who work at several jobs to earn for their families and their needs. Quite often these are persons who perform the menial jobs others—including some who refuse to work—consider beneath their dignity to perform.

Granted all jobs do not pay the same wage. But the qualifications for all jobs are not the same. Some require little skill. Some require a high degree of skill gained only after long and hard study of apprenticeship. Even after a man has qualified himself for a job, there is the element of competition. That is the way our society operates. This differential in pay for the difference in qualifications, skills, and responsibilities required in various jobs is the reward our society offers those who work to improve themselves and seek better things.

Those of our young people who are willing to give up the immedi-

ate pleasures that seem so important now for hard study to prepare themselves for higher callings will be tomorrow's "establishment." And they will be called that by those who were not willing to give up immediate pleasure or gain. The difference between the two types of people is something known as discipline. Discipline has been defined as "giving up the freedom to do as you please, in order to attain the freedom to do your best."

Education is the best tool a man can get to help him do his best. But education does not guarantee success—because there is no guarantee. Winston Churchill said that no one can guarantee success in a given effort—but he can conduct himself so as to deserve success. And Edison, after failing ninety-nine straight times in an experiment, commented that he now knew ninety-nine ways in which the thing he sought to do could not be done.

You as members of the Good Neighbor councils do not know whether any given course of action will lead to success under the circumstances. There are no textbooks to tell you what to do to achieve success. You sail an uncharted sea. Your experience, your wisdom, your innate sense of what is right are the only guides you have. I shall be depending on you. All of North Carolina will be depending on you. I know you will give your best.

There are those in our land who would change history because they do not agree with some things that happened in the earlier life of our nation. I shake my head in amazement when such persons are taken seriously. We cannot change the past. Nothing is more certain. But we can help shape the future. That is where our efforts should be focused.

I like the saying—"What's past is prologue."[68] We must take the world as we find it today and work with it. We cannot wait until tomorrow to begin in the hopes it will be better. The things we do today will affect tomorrow so let us do those things that will serve us well when tomorrow comes.

We cannot solve all of our problems because some problems have no solutions. But let us adopt the motto of the Corps of Engineers. "Let us try."

[68] Shakespeare, *The Tempest*, II, i, 261.

TESTIMONY BEFORE THE HOUSE COMMITTEE ON INTERSTATE AND FOREIGN COMMERCE HEARINGS ON CIGARETTE LABELING ADVERTISING

Washington, D.C., April 24, 1969

[The Cigarette Labeling and Advertising Act of 1965 was scheduled to expire July 1, 1969. By doing nothing, Congress would be taking a strong stand, because failure to extend the 1965 preemption clause would give the Federal Trade Commission authority to impose requirements that health warnings appear on cigarette packages. The preemption clause, which had been a victory for the tobacco forces, had prevented the FTC from issuing such a regulation; an extension of the clause would also restrict the Federal Communications Commission from carrying out its proposal that cigarette advertising be banned from radio and television. (On February 5, 1969, Scott issued a statement of concern because of the suggestion of the FCC. In it he expressed the opinion that the FCC's proposal that the rules be determined by Congress was to the advantage of North Carolina. He, in his statement, referred to Congress as "the area most favorable to us.") Representative James T. Broyhill of North Carolina and others introduced legislation to extend the preemption clause; other legislation called for stronger warning labels. A number of related bills were considered when hearings were held in April. The bill passed by the House strengthened warnings on cigarette labels and extended for six years the 1965 preemption clause. The Senate version failed to provide for the extension for the six-year period. The final outcome, resulting from conference, was legislation which strengthened the warning required to be printed on cigarette packages and prohibited advertising of cigarettes on radio and television after January 2, 1971. See *Congressional Quarterly Weekly Report*, January 31, 1969, 215; March 28, 1969, 441-442; April 11, 1969, 499-500; April 25, 1969, 584; May 2, 1969, 627; May 9, 1969, 666; May 23, 1969, 830; June 13, 1969, 1025-1026; June 20, 1969, 1056-1057; July 25, 1969, 1325; November 7, 1969, 2205; December 12, 1969, 2554; December 19, 1969, 2616-2617; January 2, 1970, 22, 734-735; March 29, 1970, 1467, for a history of the bill as events occurred.]

Mr. Chairman, I have come here to attempt to relate to you the interest and concern of the 5 million people of the state most directly affected by the legislation under consideration by this committee. North Carolina could not be more united than it is on this issue. I believe this fact is reflected in the unanimous and bipartisan support of our congressional delegation for H.R. 7177. This bill embodies the position of our state. Its major provisions already are familiar to you, and my purpose is not to retread ground already well trod. I am here to tell you why North Carolina so strongly and so firmly supports this legislation. I am also

here to express the view that a limitation or ban on broadcast advertising of cigarettes is unfair, and that it goes cross-current to public interest nationally. In addition, I hope to show in my brief testimony that the best interests of my state and that of the nation do not conflict in this matter—that instead to a great extent they are compatible.

Why does this matter so much concern the people of my state?

Consider these facts:

No other comparable area of land in the world produces as much tobacco as North Carolina.

Tobacco provides employment for 200,000 of our farm families and their seasonal helpers. Its factories employ about 30,000 workers in our state and pay them in the aggregate about $100 million annually.

We remain one of the nation's great agricultural states, and tobacco accounts for 40 percent of all of our cash receipts from crops.

Congress has wisely seen fit for three decades to make price support loans available to tobacco farmers. Over 111,000 of North Carolina's flue-cured tobacco producers participated in the last referendum on continuation of this program, and 97.1 percent of them supported it.

Tobacco is one of the nation's most important agricultural exports—one that attracts dollars which, if lost, would only further erode our balance of payments situation. Most of these exports go through our state ports at Wilmington and Morehead City.

The story of this crop threads through our entire history on this continent—back to the small colony off the North Carolina coast—the first English colony in the New World. It made the first exports of tobacco.

Yet, I am afraid that the facts and the figures that I am citing belie the grim reality of the economic loss we would incur if the health of this country is significantly impaired.

Mr. Chairman, if the sale of tobacco were quickly eliminated, or even sharply curtailed, *North Carolina would be confronted immediately with an economic crisis of unthinkable proportions.*

We have heard the suggestion that there are other ways to make a living besides growing tobacco. We also have heard the conclusion that if we lose our income from this crop, surely something else will come along to take its place. I can assure you that specifics to support these views are very hard to come by.

In view of the great economic stake that we have in this matter, I believe we have acted calmly and reasonably in the past. We understand concern about tobacco's possible harmful health effects. We believe that present labeling requirements are certainly adequate, considering the divided thinking that exists even among the medical profession as to any harmful effect cigarettes have on the human body. *However, we do not believe that tobacco should be made the whipping boy for those who seek to reshape public policy on broadcast advertising.*

In addition, we fear the dangerous precedent of deciding by legislative act which product advertisements may and which may not be seen on television or heard on radio.

If we are going to disabuse the public mind on this matter, let's at least be fair about it. Let's do a *thorough* job. Let's rid the airwaves of the advertising of all products that threaten health.

It will not be an easy job! Anything less than a strong mind and an iron will is certain to fail at it, because whoever undertakes it will be stepping on some of the largest corporate toes in America. And anyone who undertakes it may be certain in the knowledge that the cries of protest will be ear-piercing compared to the response of the tobacco industry to some of the legislation before this committee.

Let's look at some of the most likely targets of such a ban. The first that comes to my mind is automotive advertising, because here is a product that doubly threatens health and safety. Consider the fact that the carnage on our highways claims an increasing number of lives each year. Meanwhile, exhaust fumes containing carbon monoxide poison more and more of the very air we breathe. It is a fact that people are killed in automobiles. Thousands die each year because cars are built to thrill drivers who want the speed of a high compression engine, overhead cams, dual carburetors, and four on the floor. They emphasize speed and power. Here is one word-for-word example of what I mean: "This car is a status symbol. Plymouth Satellite's a decidely undemocratic machine. Power-hungry people are the ones it really goes for." End of quote.

Power is the theme with the exception of a few ads that stress utility and economy. But mostly these chariots are ridden into a never-ending world of fantasy. The good-looking girl never fails to fall for the guy with the fancy car. Together they pass through a world of unstinting beauty that may even conclude with arrival—thanks to the car—on the frontsteps of the best country club in town.

We expect this. After all, there is no reason to expect to see advertisements that tell the bad points of a product. So if cigarette ads are to be eliminated for not telling about tobacco's bad points, we should eliminate automobile advertising because automobile driving may be hazardous to your health and safety.

Of course, we won't stop here. Other products are equally harmful. We would need to do something about gasoline advertising—perhaps about the ads of the entire petroleum industry, because its chief products help blacken skies and poison our air. These products too may be hazardous to our health.

Last week the U.S. Department of Agriculture acknowledged that investigations at meat plants have revealed traces of insect fragments, larvae, and rodent hairs in some sausage products. These products failed USDA tests for filth and bacteria. Under some of the proposed regulations, these foods should be banned in advertising on radio and television.

We should not leave out beer and wine. Medical science has long recognized that excessive use of alcohol is injurious to health. Wouldn't we be forced to eliminate beer and wine ads over the airwaves? Besides, often they present a view that is completely unrealistic. People who drink beer in television commercials are never troubled by problems—they never even have hangovers. Usually they are together in a light-hearted and relaxed atmosphere—at home or in the local pub—but always just as friends or neighbors might be gathered together to roast a few hot dogs and sip a little beer. Never a hint of concern creases their faces—certainly none of the sadness and despair that can result when alcohol is excessively used.

Going further we would need to extend this ban to some toys, because there is strong evidence that some children's toys are hazardous to health. Last week at a Senate hearing, government officials testified that a wide variety of toys can maim, even kill children. Some of those mentioned were a stove with an oven that heats to 600 degrees, "magic candles" that can relight in a strong breeze, and rattles that come apart easily and expose sharp spikes.

Where would we stop?

Where could the line be drawn—reasonably?

Such an attempt at regulation most likely would be both a thankless and arduous task. It could not possibly work fairly if applied only to one of many products that may be hazardous to human health.

At the present time a freeze-drying method of processing flue-cured tobacco is in the preliminary stage of development at North Carolina State University; this can have beneficial effects for every segment of the tobacco economy. The process results in a modification in the physical properties of tobacco which increases filling capacity and hence reduces tar and nicotine contents per unit volume of material. In other words, by increasing the filling capacity the nicotine and tar contents of the cigarette can be reduced in proportion to the amount of freeze-dried tobacco used. There is the distinct possibility that the new processing method could make important contributions to the development of an even more desirable cigarette. Researchers at North Carolina State University are currently pursuing the acceptability of cigarettes manufactured from freeze-dried tobacco. These two examples exemplify the research potentials for modifying and controlling physical and chemical properties of tobacco.

What I am saying, Mr. Chairman, is that we believe we are on the threshold of developing a manufacturing process that will produce cigarettes that will eliminate many of the major objections being raised by the opponents of cigarette advertising. If this is accomplished, and we have high hopes that it will be, I do not feel that such a cigarette should be penalized by not being advertised. The question should be posed here as to whether a so-called "safe" tobacco product would be allowed to be advertised.

Tobacco stands alone on trial today. The industry and our state could suffer an important economic loss if a total blackout is imposed on broadcast cigarette commercials. However, this issue is much larger than one involving only one industry that is concentrated in a few states. Other products—sooner or later—would become involved. So would other industries and other states. It might only be a matter of time. I urge this committee to prevent the setting of a very dangerous precedent and to refrain from infringing unnecessarily on freedom of choice in the marketplace.

In closing, I wish to remind you that tobacco is perhaps the last true family farm crop. It has been less affected by mechanization than any major commodity. Allotments on tobacco farms remain very small. In fact, the average burley tobacco allotment in the mountains of North Carolina is hardly more than five tenths of an acre. It is true, however, that many of these producers have part-time jobs and farm on the side. But tobacco is helping to keep these people on their farms—in the homes they grew up in—and want

to remain in. At the same time, it is helping to prevent an added crush on the cities. We know from sad experience that the price of large-scale displacement of rural people is not paid by rural areas alone. Our cities which continue to experience a proliferation of trouble have paid a tortuous part of that price. I believe that city problems will be intensified if income from tobacco is sharply curtailed. Income from tobacco will be greatly curtailed if a ban, or strict limitation, is imposed on tobacco advertisements broadcast over the public airwaves.

This committee can prevent that from happening, and I sincerely hope that you will choose to do so. Thank you for this opportunity to appear.

SWEARING-IN OF GOOD NEIGHBOR COUNCIL

Raleigh, May 2, 1969

Two college students were sworn in as members of the Good Neighbor Council—the first time students had been named to any official state agency. The governor, speaking on the occasion, noted that "the steadying hand of experience and cool, reasoned judgment" were generally considered qualities attributable to persons past thirty. Exceptional young people also possessed these traits, and two such persons were named to the council: George Panton[69] and Calvin McSwain.[70] Scott expressed his confidence in the ability of the two to give "conscientious and effective service to the council and to their state."

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[69] George Harrison Panton (1947-), of Raleigh; graduate of Needham Broughton High School, Raleigh; A.B., North Carolina State University with major in history; editor of the *Technician*, newspaper of the university. Information furnished by Betty J. Sandford, Human Relations Council, hereinafter cited as Sandford conversation; and by Graham Jones, News Services, North Carolina State University, in telephone conversations with Memory F. Mitchell, September 17, 1971.

[70] Calvin McSwain (1946-), from Kings Mountain, student at A&T University, Greensboro; president of the State Student Legislature. Sandford conversation; information from Department of Motor Vehicles, by telephone, March 27, 1973.

DEDICATION OF WNCT RADIO FACILITIES

Greenville, May 2, 1969

Eastern North Carolina could expect an exciting future as it had had an exciting past, according to the governor when he spoke in Greenville. The heritage of the area included the pioneer attempts at colonization on Roanoke Island and the origin of flight by the Wright brothers. With the Atlantic Ocean washing the shores of North Carolina, great possibilities lay ahead as oceanography produced new findings. The area contained vast acres available for future cultivation, forests which were being reseeded for generations to come, migratory waterfowl which delighted sportsmen, and an active fishing industry with still undeveloped potential. The governor advocated efforts to attract industries to eastern North Carolina as a means of revitalizing rural areas. The suggestion was made that thought be given to the building of additional food processing plants in the area. Scott was of the opinion that construction of a building large enough to accommodate the largest convention would permit eastern North Carolina to attract some of the business customarily going to the metropolitan areas of the state. He commented on the major military installations and the powerful transmitter which beamed the Voice of America to Europe—all located in the counties on the ocean side of the state. The expansion of Greenville's radio station was another step forward for the area. In conclusion, Scott said:

> Every part of North Carolina is important to the whole. Each region has its own loyalties, and regional pride is fine; but in our modern society none can be an island to itself. The warning often found on tickets with stubs attached contains these words—"void if detached." It is an appropriate moral.

NEWS CONFERENCE ANNOUNCING NEW HOUSING PROGRAM

Raleigh, May 8, 1969

The economy of North Carolina had been expanding for twenty years; but little attention had been paid to the subject of proper housing, particularly for low-income families. Because decent housing was essential for all citizens, the governor announced his intention to seek legislation establishing the North Carolina Hous-

ing Corporation. The corporation would be authorized to issue tax exempt bonds worth up to $200 million; proceeds from the bonds would be lent to builders, developers, and individual families only on FHA insured mortgages on individual pieces of property.

Funds for initial operation were to be sought. The program would supplement private enterprise in the building and selling of homes. Scott expressed hope that the state could produce a tax exempt bond which would sell in the national market, with the result that homes could be built with imported capital. Efforts would be made to secure federal funds for interest and rent subsidies under the Housing Act of 1968; success would mean that many people eligible for public housing would become homeowners.

Under the proposed legislation another fund—the "Trust Fund"—would be used to help eligible families make down payments and defray other expenses incidental to moving into homes of their own. This fund would be derived from gifts, donations, and low-interest bonds. The chief executive remarked: "It is my firm belief . . . that it is time that housing become the public's business and that the state, which is closer to the people, now should enter this field." He expressed confidence that the General Assembly would look with favor on the proposed legislation.[71]

DEDICATION OF ARCHIVES AND HISTORY-STATE LIBRARY BUILDING

Raleigh, May 15, 1969

[The new marble structure dedicated on May 15, 1969, cost nearly $4.5 million, including equipment. It was designed by F. Carter Williams in association with Leif Valand. Of a total of approximately 155,000 square feet of space, the State Department of Archives and History was assigned nearly 75,300 square feet and the State Library 46,500. The remainder was for joint-use areas such as the auditorium, hallways, and the like. The State Library's reading room could accommodate approximately 100 researchers; about 65 people could be seated in the search room and adjoining microfilm reading room of the State Archives. The North Carolina Museum of History occupied the first and second floors and mezza-

[71] Scott's prediction proved accurate. The General Assembly enacted into law the North Carolina Housing Corporation Act, which embodied the provisions requested by the governor. The act was ratified and went into effect on July 2, 1969. *Session Laws of North Carolina, 1969*, c. 1235, hereinafter cited as *N.C. Session Laws*.

nine of the East Wing. The building featured specially designed equipment, stacks to accommodate both books and records, a vault for microfilm storage, and other modern facilities.]

The Archives and History-State Library Building was a structure which, according to Governor Scott, "houses much of the cultural heritage of three centuries of North Carolina life." The governor felt it symbolic that the structure was located on a plot of land which was originally purchased by William R. Davie[72] and which stood between the Executive Mansion and the State Legislative Building and within sight of the State Capitol. The building had been envisioned for years, and Scott referred to the encouragement given the movement by Governor Luther Hodges, the appropriation of funds under Governor Terry Sanford, and the virtual completion under the administration of Governor Dan Moore. He said that Dr. Christopher Crittenden,[73] former director of the Department of Archives and History, and Mrs. Elizabeth H. Hughey,[74] former state librarian, had worked for this day. He also expressed appreciation to the General Assembly for making funds available for construction.

Governor Scott briefly reviewed the functions of the two departments which were to occupy the building. The State Department of Archives and History, known prior to 1943 as the North Carolina Historical Commission, was established in 1903; at that time its secretary, the late Dr. R. D. W. Connor[75] had an office in the Senate gallery of the State Capitol. The successors—Drs. Daniel

[72] William Richardson Davie (1756-1820), native of England; Princeton graduate; Revolutionary War veteran; lawyer, legislator; governor, 1793-1799; one of founders of the University of North Carolina at Chapel Hill. *Who Was Who in America: Historical Volume*, 206; Crabtree, *North Carolina Governors*, 56-57.

[73] Christopher Crittenden (1902-1969), historian and administrator from Raleigh; A.B., A.M., Wake Forest; Ph.D., Yale; former university teacher; director, State Department of Archives and History, 1935-1968; assistant director, 1968-1969. *North Carolina Manual, 1967*, 520; *News and Observer*, October 14, 1969.

[74] Elizabeth House Hughey (Mrs. Albert Miles) (1916-) librarian from Robersonville; A.B., Atlantic Christian; B.S. in Library Science, George Peabody; various librarianships prior to appointment as librarian, North Carolina State Library, 1956; library extension specialist, Library Services Branch, Office of Education, Washington, D.C., 1965-1968; chief library program and facilities, branch division library services and educational facilities since 1968. *Who's Who of American Women, 1972-1973* (Chicago: Marquis Who's Who, seventh edition, 1971), 428.

[75] Robert Digges Wimberly Connor (1878-1950), native of Wilson; graduate, University of North Carolina, Chapel Hill; teacher and school

Harvey Hill,[76] Robert B. House,[77] Albert Ray Newsome,[78] Christopher Crittenden, and H. G. Jones[79]—had been leaders in state archival and historical agencies. The governor then briefly reviewed the work of the divisions of the department: Archives and Manuscripts, Publications, Museums, and Historic Sites. He also referred to national recognition given the department, including the 1964 honor accorded it by the Society of American Archivists which gave the department the society's first Distinguished Service Award.

Governor Scott then discussed the State Library, which began with a miscellaneous collection of books accumulated by state officials in the early history of North Carolina. Some of these were burned in 1831 when the State House caught fire, but in 1837 the secretary of state was ordered to gather remaining materials and establish a State Library. The new State Library had space in the present Capitol when it was completed in 1840. In 1888 it was moved to what later became known as the Labor Building, and in

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official; secretary, North Carolina Historical Commission, 1903-1921; teacher, University of North Carolina, 1921-1934, 1941-1949; first archivist of United States, 1934-1941. Hugh T. Lefler, "Robert Digges Wimberly Connor," *Keepers of the Past*, edited by Clifford L. Lord (Chapel Hill: University of North Carolina Press, 1965), 109-123 passim.

[76] Daniel Harvey Hill (1859-1924), university administrator from Raleigh; native of Davidson; A.B., A.M., Davidson; LL.D., University of North Carolina, Chapel Hill; various faculty and administrative posts prior to becoming president of North Carolina College of Agriculture and Engineering; served as president, 1908-1916; writer; secretary, North Carolina Historical Commission, 1921-1924. *Who Was Who*, Vol. 1, *1897-1942*, 562; *Tenth Biennial Report of the North Carolina Historical Commission, December 1, 1922, to November 30, 1924* (Raleigh: [N.C. Historical Commission (Office of Archives and History)] 1925), 28, hereinafter cited as *Biennial Report*.

[77] Robert Burton House (1892-), university administrator from Chapel Hill; A.B., University of North Carolina, Chapel Hill; A.M. Harvard; honorary degrees; World War I veteran; teacher, archivist; various university posts, including that of dean of administration, 1934-1944, and chancellor, 1945-1957, University of North Carolina, Chapel Hill; secretary, North Carolina Historical Commission, 1924-1926. *Who's Who in the South and Southwest* (Chicago: Marquis Who's Who, Inc., sixth edition, 1959), 392.

[78] Albert Ray Newsome (1894-1951), historian and professor from Chapel Hill; A.B., University of North Carolina, Chapel Hill; A.M., Ph.D., University of Michigan; public school teacher, history teacher in several institutions; secretary, North Carolina Historical Commission, 1926-1935; professor, University of North Carolina, Chapel Hill, 1935-1951. *Who Was Who in America*, Vol. 3, *1951-1960*, 637.

[79] Houston Gwynne Jones (1924-), archivist and historian from Caswell County and Raleigh; B.S., Appalachian; M.A., George Peabody; Ph.D., Duke; World War II veteran; history professor prior to appointment as state archivist, 1956; became director, Department (later Office) of Archives and History, 1968. *North Carolina Manual, 1971*, 579-580.



Several months after the dedication of the Archives and History—State Library Building, the governor participated in dedication of the North Carolina Communications Exhibit in the Museum of History, located in the building. Pictured at the October 14, 1969, ceremony are, left to right, T. Harry Gatton, Executive Board member; Mrs. Joye E. Jordan, museums administrator; Dr. H. G. Jones, director, State Department of Archives and History; Governor and Mrs. Scott; A. L. Groce, assistant vice-president of Southern Bell Telephone and Telegraph Company; and Melvin Gantt, president of the North Carolina Chapter, Telephone Pioneers of America. The latter two represented Southern Bell Telephone and Telegraph Company which provided funds for the exhibit.

1914 to the State Administration Building on Morgan Street. In 1909 a Library Commission had been created by the General Assembly, and in 1955 it and the old State Library were combined to to form a single agency known as the North Carolina State Library.

The governor reported that the State Library had 160,000 books and periodicals and 400,000 government publications, a staff of trained professional librarians, and the Inward Wide Area Telephone Service and Teletypewriter Exchange Service, which provided access to important library resources for all the people. The State Library had received national recognition, and the governor commended its leadership. He noted that the state librarian, Mr.

Philip Ogilvie,[80] was immediate past president of the North Carolina Chapter of the Special Libraries Association and a candidate for president of the American Association of State Libraries.

Scott observed that each of the agencies was playing an important role in the life of the state, one in preserving history and culture through manuscripts, artifacts, and historic sites; the other through the printed word.

Though the two agencies were together in the new building, there were units of each which would remain in other buildings in Raleigh. Scott referred to the need for a new annex to the State Records Center and an additional building for the State Library. He said the building being dedicated was designed for easy conversion to archives and museums uses at such time as the library had its own building.

In concluding the governor said that "North Carolinians are a people who do not worship the past, who do not live in the past, but who derive strength and direction for the future by knowing about our successes and failures of the past. North Carolinians look ahead, but we know that the decisions of the present and the paths for tomorrow lead from the past. We realize that without a knowledge of our history, we cannot know where we are or where we need to go."

DECENCY RALLY FOR YOUTH

Burlington, May 25, 1969

[The decade of the sixties was one in which there was much unrest on the part of young people on college campuses, in high schools, and on the streets of the cities and towns of America. It was to be expected that the disruptions and troubles resulting from the rebellious attitude of some should be emphasized by the press. At this youth rally in Burlington, Governor Scott took occasion to discuss the positive rather than the negative attitudes, showing what was right instead of what was wrong with America's young people.]

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[80] Philip Smythe Ogilvie (1919-), native of Savannah, Georgia, librarian from Raleigh; A.B., St. Mary's Seminary and University; B.S., in Library Science, Catholic University of America; former associate editor, North Carolina Catholic, and executive secretary, Catholic Committee of the South; librarian and library director at various places before becoming state librarian in 1965. *North Carolina Manual, 1971*, 587.

What's right with America?

When is the last time you stopped to think about what's right with our nation, the greatest on earth, and what its ideals—our ideals—are?

Our country has numerous critics among our youth today. Many are from homes in a society made possible by the sweat, blood, and tears of people they never knew. They would destroy our society—but they can't tell you why. These critics always tell us what's wrong with America. And because it *is* America they have the freedom to do it. It never dawns upon them that they are one of the things wrong with America. They preach tolerance with a towering rage of intolerance. They say they want "freedom"—yet they deny it to others. What they really want is license to do what they please.

They want our police forces disarmed and weakened to the point of uselessness. Yet if the day comes when the seemingly infinite patience of the American people comes to an end—it is they who will be seeking the protection of the very police they curse and spit upon now.

What's wrong with America? Destructionists, for one thing.

But we came here today to talk about what's right with America. A lot is right with America. This assembly is one of the things that is right. We did not have to get the permission of the police or the military to meet here. In some countries they do.

The peaceful changeover in administrations at both the state and national levels in January was another thing that's right. In some countries the change of power is accomplished only by battle and bloodshed. People are executed or imprisoned for their political beliefs. Here in America we fight our political wars with ballots—instead of bullets.

America is a land of ideals. We sometimes call these ideals the American Way—but I'd venture to say that most of us here would find it hard to put these ideals into words. For most of us, it's an innate feeling of what's right that is instilled within us as we grow up.

I believe the Scout Law puts these ideals into words as well as they will ever be expressed. "A Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean, and reverent." The Scout Oath says that "On my honor, I will do my best to do my duty to God and my country; to help other people at all times; to keep myself physically strong, mentally awake, and morally straight." These are words and ideals to live by.

As some of you already know, the University of North Carolina at Chapel Hill student body has an honor code. Students are not monitored during an examination but they are required to sign a pledge they have neither given nor received aid on the quiz. Most students observe this honor code strictly. But there are some who violate it without thinking twice about it. Who are these violators hurting? They are not hurting the professor. They're not hurting the university. The person they are really hurting is self. When that really big chance in life comes you're either prepared—or you're not. It's that simple. There are no cribbing sheets when life pulls a snap opportunity on you. There is only your competence and your knowledge to see you through. And there are no makeups.

There is only one letter's difference between the words champ and chump. The letter is "u." Champions get to be champions because they try harder.

Today in many places in our country there is turbulance on college campuses. News reports indicate the turbulance is caused by two elements—students who are not prepared for the difficulty of the college curriculum and are expressing their frustration through impossible demands and violence, and students who knowingly and unknowingly are part of an element that has openly vowed to destroy our country.

One of the demands of these so-called protestors today is that students be given a voice in college or university administration. I think a Columbia University professor said it quite well when he testified before a congressional subcommittee. He said, "If a student is, in fact, capable of framing curricula he should be given a diploma, not a voice, because he will know everything necessary for earning that diploma."

I have said before that our youth today is a more informed generation because academic education today is better than ever. But academic education has little to do with understanding. It is merely a tool for the mind. Only experience brings wisdom—and experience comes from living. It is usually not an attribute of college age persons. They simply haven't lived long enough.

You have probably heard of the Serenity Prayer. It goes this way: "Grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference." That little prayer says a great deal in a few words. I recommend its meditation for those who would seek to change the world overnight.



Several young people were among those on hand when Governor Scott signed a Youth Appreciation Week proclamation.

Many of our educational institutions have been around a long time. What we of my generation cannot comprehend is why students who will only be around four years must suddenly have a controlling voice in institutions that were training leaders generations before these students ever came into the world. They toss around the word "relevancy"—saying they want subjects that are "relevant" to life as they expect to find it when they graduate. I've heard of college courses on fly casting and water skiing. Those courses might be relevant to some. Most persons would consider them frivolous.

Leadership courses offering practical training in public speaking, problem solving, leadership training, and related skills are of value in practically any profession a college graduate would enter. Such courses are taught in the ROTC curriculum. Yet on some college campuses today ROTC is being shoved aside as "not relevant." I think a fine ROTC unit is a credit to any college or

university campus. ROTC will not suffer from lack of hospitable campuses. If any of the colleges and universities that now have units decide they do not want them, there are plenty of others waiting in line. The campaign by militants against ROTC is merely a new tack in their politics of confrontation. If it were not ROTC it would be something else.

The disrupters are, of course, getting headlines with their tactics. Bad news always makes front page news. Meanwhile, the overwhelming majority of college students are quietly pursuing their studies and other academic activities and doing things to better their schools, communities, and states.

For instance, hundreds of students at the university at Chapel Hill recently raised $12,700 for the Campus Chest campaign. The money was distributed to charities in Chapel Hill. Alpha Phi Omega, a service fraternity on campus, headed the campaign. One of the events was an auction. I sent one of my pipes over for the auction, and I understand it went for $15.00.

And at Cullowhee, members of Pi Kappa Phi fraternity on the campus of Western Carolina University have donated hundreds of man-hours of service to a community hospital in nearby Sylva. The students, working in teams, man the registration desk, assist in the business office, run errands for the hospital staff, aid patients, deliver flowers to rooms, aid visitors, and do other chores involved in the day-to-day hospital routine. You probably did not see anything in the newspapers about these activities. If you did, it was probably buried inside in a small story with a small headline. But these are the kinds of constructive activities the great majority of our students are involved in. Usually, only the persons taking part know about them, and I believe that's the way the students want it. People who do worthwhile things do so because deep within they feel it's the thing to do. There is no fanfare and they want none. The feeling of satisfaction is most often their only reward.

What's right with America? Our fine young people—people like you—that's what's right with America. You are America. Your fathers and mothers have worked hard to get you where you are in life. You cannot truly understand how hard until you have children of your own.

Some young people say they cannot talk to anyone over thirty years of age—that they don't trust older people. But remember that someday—and it will come quicker than you think—you will pass the thirty-year mark. What will be your attitude then?

We who are a generation or two ahead of you are doing what we can to make the path easier for you who are to follow. But each generation has its own problems, and none but you can solve the ones you will have.

America is still a wonderful land of beauty and promise. She must have loving hands and hearts to guide her and defend her in every generation for her promise to be fulfilled. I know your generation will proudly accept the challenge.

TWENTIETH ANNUAL SESSION OF THE SOUTHERN REGIONAL EDUCATION BOARD

Miami Beach, Florida, June 12, 1969

[A portion of the first general session of the Southern Regional Education Board was devoted to a "Symposium on Financing." Governor Scott's paper prepared for this session was read by Representative Allen Barbee.]

It is a happy privilege today for me to address this general session of the twentieth anniversary observance of SREB. You honor me by the invitation as you have honored other North Carolina governors in the past twenty years. I must add that my pleasure is enhanced by my pride in the contributions to the work of SREB that have been made by such recent North Carolina governors as Luther Hodges, Terry Sanford, and Dan Moore.

In preparation for this meeting I read the perceptive address of my immediate predecessor, Governor Dan Moore, which he delivered to the fifteenth annual Legislative Work Conference in July, 1966, on "The Role of Planning in Financing Higher Education."[81]

In addition I have reviewed the comprehensive long-range planning study of higher education published by the North Carolina Board of Higher Education this past November. This plan covered a wide range of topics including such major areas as (1) appropriate goals for higher education in North Carolina; (2) a review of the system of higher education and recommendations for future structure; (3) enrollment and academic projections through 1975; (4) the future of colleges historically attended predominantly by Negro students; (5) the special, and unfortunately growing, problems of the forty-two private colleges in North Carolina; and (6)

[81] This address was published in Mitchell, *Addresses of Moore*, 298-302.

the unmet financial aid needs of students in our senior colleges, as well as the additional demands for financial aid if North Carolina is to increase the percentage of its high school graduates who go on to further education.

Most appropriately for my comments today is the fact that the board's document attempted to answer, whether it be the topics listed above or such subjects as libraries, faculty, and physical facilities, the questions of what are the present costs, what we will need to spend, and how we will pay for it.

The report said, and I agree, that ideally projections should be available of the total cost to the state of meeting higher educational needs between now and 1975. This cost should be broken down further as to which might be expected to be paid by the federal government, by state government, and from other sources. It said that higher educational needs "can and must be stated in terms of public policy." For example, library resources should meet nationally accepted standards. To take another example, faculty salaries should be established on the premise that education of excellence *cannot* be achieved using "average" criteria. However, the North Carolina Board of Higher Education concluded that it is not now possible to make in excess of one biennium estimates which are totally reliable.

This is true for at least three reasons, the board said.

First, the complexity of higher education and constant changes required by new and evolving technology and knowledge make it extremely difficult to estimate future costs except in gross terms.

Second, too often the data available, whether from institutional or state or federal sources, are fragmentary or out of date, or are prepared in such fashion as to make reliable comparisons difficult, if not impossible.

And finally, public policy may, and usually does to some degree, change annually at the federal level and biennially at the state level. As a result, after each session of Congress or the state legislature, it becomes necessary to reassess the assumptions used in previous revenue estimates; to reexamine the question of need; and to make adjustments which will reflect the impact of changes in public policy.

The major recommendation of the board's chapter on financing higher education was that high priority be given to the development of a total information system for higher education. I emphatically agree that to plan or to make decisions without accurate, adequate, and reliable data, although often done under the guise

of expediency or pressure of time, is wise in neither theory nor practice.

With this as background let me turn briefly in response to the speakers and the implications of their remarks.

[Remarks of other speakers] . . . make it clear that the financial demands of the 1970s will be much greater than ever before, that costs will rise probably faster than revenues, and that higher education will require a larger slice of the total revenue pie. We have been told that the state government has major responsibilities to meet which it will find increasingly difficult to finance.

All of these viewpoints are supported by my own experience and the in-depth study by our State Board of Higher Education.

Of course, a governor considers first the total state picture. When all needs, including those of higher education, are considered, it quickly becomes clear that the need for new and expanded services could easily grow faster than anticipated tax revenues will finance. Some economies can and must be effected—but still we know we will be faced with needs which cannot be fully met from state revenues.

One course of action we could take would be to trim services to available revenues. Our state requires a balanced budget, and I hope it always will.

The second alternative is to find new revenue sources. We are doing this in our state. But here, too, there are limits on what can be done.

This leaves us with a third and last alternate—a better use of both existing and the limited new revenues.

What are the probabilities?

At the federal level we must first come to grips with the distortion in priorities which result from the war in Vietnam. Here I am not taking a position on the war, but rather simply making the point that the allocation of federal tax resources would be quite different if we did not have to devote such staggeringly large figures to our efforts in Vietnam. As must be true for all of us, I look to the end of the war in Vietnam and a reassessment of national priorities. In the next decade, assuming the end of the war, I look for much greater assistance to higher education at the federal level for two major reasons. First, the war accounts for the greatest diversion of funds at any level of government both in terms of absolute dollars and as a percentage of total revenues. Secondly, only the federal government is in a position to equalize the allocation of resources among states based on need, i.e., to collect the

money where it is and to spend it where the needs exist. We do this within our states—only the federal government can do it for the nation as a whole. Therefore, I see both the greatest potential and the largest probability of increased financial support for higher education lying with the federal government, with a greater portion of the total cost being federally funded.

At the state level I see larger dollar amounts being required, especially in the South, for two major reasons. First, as a region we can and should expect a greater increase in demand by our population for post high school educational opportunities which include, of course, technical and vocational education. This will place unusual financial burdens on us. Second, as is true for all states, I see the cost of higher education increasing more rapidly than most sectors of the economy with the possible exception of medical care costs. This will mean both an increase in the dollar amounts required from the states and an increase in the percentage of total state revenues allocated to post high school education.

But here some qualifications also are necessary. For example, I do not believe that there is in the states the same potential for increased financial support of higher education as exists at the federal level. None of the states has funds which are currently diverted to unusual purposes such as the war in Vietnam. No state has the possibility of redirecting a significant portion of its budget without damage to other areas of need.

Therefore, while I see more money and a higher percentage of tax resources of the states going to post high school education, I also see the increase being smaller than the increase in federal assistance. The net result will be that the federal government will be paying a larger portion of the total cost than today.

Finally, there is the private sector and here I mean tuition, fees, gifts, grants, alumni giving, et cetera.

The whole question of what portion of the total cost will be borne by tuition and fees is almost impossible to foresee. We all know that tuition and fees have increased and that the end is not in sight. This is especially true of private colleges and universities. But we all know if we are not to disenfranchise educationally those with limited financial resources, there must be a more than offsetting increase in student financial aid. We may need to rethink much of what we have done—and left undone—on this question in the past. The North Carolina General Assembly has commissioned a major study of financial aid with recommendations scheduled prior to the 1971 session.

I can summarize by saying that I have little doubt that this nation has the financial ability to meet more fully the needs of our citizens but we may not be able to do this unless there is peace in the world. Next, I see all sectors—federal government, state government, and the private sector—called upon to make a greater contribution than today. But I see the greatest increase in contributions being required at the federal level with the next greatest increase at the state level and the smallest increase from the private sector.

Whether or not this tentative evaluation is correct, I still conclude that we cannot afford any waste of limited resources.

As never before we must look at the system as a whole on a statewide, on a regional, and on a national basis. We must clarify and secure agreement on the different responsibilities of the institutions. In developing a system of post high school education to meet the diverse needs of our citizens, we must determine which institution is to do what job and reach agreement on who is to pay for it. Those of us in elective positions must have the foresight to lend encouragement where appropriate as well as the courage to say no when necessary.

The concept that somehow the give and take among institutions, both public and private, will result in a fairly optimum system of post high school education has limited validity for the future. Higher education today is so complex, so costly, and so intimately involved in power politics, both educational and political, that the democratic process cannot function without adequate planning and coordination on a statewide, on a regional (such as that represented by the states gathered here), and on a national basis. If the needs of our individual citizens are to be met—and surely it is the individual whom we must always keep foremost in our minds—then this can only be done within the framework of plans which will assure the optimum use of limited resources. This is why we recently sought to strengthen our statewide planning and coordinating agency for higher education in North Carolina.

I would submit that in light of the comments by our previous speakers today, the continued absence of long-term national, regional, and state plans is a luxury which we can no longer afford if indeed we ever could afford it. In light of costs which are quickly outstripping available revenues, now is the time for us to look at hard facts, to set clear objectives, and then to plan to meet them. We really have no other choice.

NEWS CONFERENCE ON GENERAL FUND REVENUE BILL

Raleigh, June 12, 1969

[The following remarks were made at a news conference in which the governor charged that Republicans were maneuvering to prevent passage of the General Fund Revenue Bill. Two days later, June 14, Scott made a five-stop flying tour of North Carolina by chartered seven-passenger jet. Stopping in Asheville, Charlotte, Winston-Salem, Wilmington, and Greenville, the chief executive sought support for the tax bill. James Holshouser, Republican party chairman, contended additional taxes were not needed and called on the people to back his position. He refuted the governor's statement that the Republicans had sought to bargain on the matter, explaining that the governor had invited a group of Republicans to talk over the matter. The Republicans, according to Holshouser, had merely told the governor the minority party should be represented on the Advisory Budget Commission, that no deal was proposed. On June 26 the General Assembly enacted into law Scott's $95.5 million tax bill, including its taxes on cigarettes and soft drinks. (*News and Observer*, June 14, 15, 27, 1969.)]

The action of the House today in sending the General Fund Revenue Bill back to the Finance Committee is an action which reflects an unwillingness on the part of those legislators who are not willing to face up to their responsibilities as elected representatives of the people.

The vote to send the bill back to the committee came after a major attempt to discard the entire package and thus wreck the whole program and an attempt to remove any tax upon cigarettes. There was even an effort to discard the cigarette tax and impose a sales tax upon the people.

All of these efforts came as a result of an unholy alliance of all but three Republicans in the House with the tobacco lobby. The boys who don't want a tax on cigarettes went to the Republicans, and the Republicans prostituted themselves by selling out to them. I remind you that most of the Republican legislators have been saying that we should tax cigarettes—and many campaigned on that fact. In previous sessions they have introduced bills to levy a cigarette tax. Now they have done a complete about-face.

I also point out that the Republicans have voted for the appropriations bill, which has been passed by both the House and Senate. Yet they voted today against any revenues to pay for what they have voted to spend. They introduce bills to spend even more



The governor is pictured at a news conference on January 19, 1970.

money than I requested, but they refuse to stand up when the money must be found to meet their spending.

Such actions by the Republicans and those Democrats who oppose taxes on nonessential items is the height of irresponsible action, and the people of North Carolina ought to know it. They are looking to the elections of 1972 instead of the needs of North Carolina today.

One other fact should be made known. The Republicans hold the balance of power in the House on this important question. They have known this for several days. With this knowledge, the Republican leadership came to me to make a deal that they would deliver the Republican delegation's vote for the revenue bill if I would agree to name Republicans to certain key appointments in my administration. I did not agree to do so and I will not, under any circumstances, make any deals with them or anyone else. I will not prostitute the Governor's Office or my personal integrity for any such propositions. Because I did not agree to their proposition, the Republicans voted against the needed revenues. The burden will be on their consciences—not mine.

I do not consider the action today as a defeat. It is a setback for the teachers who need higher salaries, the children in our schools who need more vocational training, the retarded children and mentally handicapped adults who need better facilities, and many other people who will benefit from the programs already voted for by these same people.

I point out that the appropriations bill, although passed by both houses, has not yet been ratified. One alternative is to call the appropriations bill back and start cutting. And the cuts will likely come in those programs that affect the educational programs for our children, teacher salaries, vocational programs, and other needed programs.

The people of North Carolina need to know the full story on what happened today. Therefore, I plan to go directly to the people by television, radio, newspaper, and any other means in the next few days to tell it like it is. And when the people find out who voted to deny our children and adult citizens these needed programs by not placing the interest of the state above their own selfish interests, I am confident they—the people—will demand of their legislators that they—the legislators—vote as responsible legislators should and enact the revenue bill next week.

CONVOCATIONS AT WILMINGTON AND ASHEVILLE-BILTMORE COLLEGES

Wilmington, Asheville, July 1, 1969

Speaking at Wilmington College at 10:00 A.M. and at Asheville-Biltmore College at 3:00 P.M., Governor Scott welcomed both institutions into the greater University of North Carolina. He called the day a red-letter one in the state's educational history. Though his administration was pledged to improve education at all levels, the governor said education was the responsibility of all citizens. The future of the nation was, to a large extent, molded by events on the campuses of the nation. He commented, "The torch of freedom is fueled by education. Education is also the foundation of a dynamic economy." Planning for education was hard work, and financing it was called "a herculean task." The addition of two campuses was a victory for the cause of better education, and Scott welcomed the two schools as new branches of the university.

CONFERENCE ON CAMPUS CRISIS

Chapel Hill, July 16, 1969

[The conference was the outgrowth of confusion and turmoil on many college campuses throughout North Carolina during the spring of 1969. For example, demands of black students at Duke University led to a

march of more than 1,000 through downtown Durham; a subsequent rally erupted into a riot the night of March 10 and the National Guard was called out. (*News and Observer*, March 11, 12, 13, 1969.) In Chapel Hill, also in March, dissatisfaction by food-service workers in the university-operated cafeterias led to disorders and the need for police protection on the campus. (*News and Observer*, March 7, 14, 22, 30, 1969.) In Raleigh there was difficulty stemming from the dismissal of four black workers at North Carolina State University. The April trouble on the campus preceded a night of firebombing and unrest in the southern part of the city the night of May 5. (*News and Observer*, April 16, 17, 23, May 6.) Later in May the National Guard was ordered to Greensboro following rock-throwing incidents and clashes with police at Dudley High School. A Negro student was killed, and A&T closed its doors and urged its students to leave the campus and return to their homes. (*News and Observer*, May 21, 22, 23, 24, 1969.)

Earlier, on February 20, the governor had issued a memorandum to the presidents of state-supported institutions of higher learning. In his memorandum he made it clear that North Carolina recognized peaceful picketing and demonstrating but said that such activity could not be allowed to jeopardize public order or harass organized meetings. Persons on the campuses of the state institutions of higher learning were subject to the laws of the state; and law enforcement officers, though they might as a matter of courtesy consult with administrative officers and campus security guards, were not bound by those opinions. In his statement he outlined procedures which were to be followed when riots, unlawful assemblies, and other demonstrations on campuses were interfering with the goal and mission of educational institutions. The detailed instructions made it clear that law and order would be maintained on the campuses of North Carolina's institutions of higher learning.

The next month, during the Chapel Hill difficulties, Scott met with the Executive Committee of the University of North Carolina and emphatically stated that he, as governor, had sworn to uphold the constitution of North Carolina. The constitution provided that the people had a right to the "privilege of education," and Scott intended to see that the constitutional mandate was not violated. In his March 14 remarks Scott outlined the functions of the trustees, the administration, and the faculty; he made clear his intention of seeing that the institution was operated without disruption, without respect to the small percentage of the student body which sought to corrupt and disrupt. He called for positive action, saying there was "no basis for permitting further trespass upon the rights of the taxpayers . . . and the parents of self-respecting students. . . ." He called on administrators to stamp out the work of the offenders, not making concessions to them. Scott made it clear that, in case the president and other administrative officers were unable or unwilling to take positive action, consideration would be given to other means of taking necessary action. If need be, he said, he would bypass the administration and act in his capacity as governor to assure the protection of the right to an education as guaranteed by the constitution. He reminded the executive committee that it was the duty of the president to seek appropriations and

that questions would likely be asked and an explanation of current happenings be sought.

The strong remarks of the governor were followed by others. On April 11, again in Chapel Hill, Governor Scott participated in the graduation exercises for the Executive Program. He praised the university for accomplishments but called for "retention of mutual trust and confidence between our educational institutions and our people. . . ." He noted that he had been criticized by some who said he had tried to "usurp some of the administrative duties of our university." He explained his lack of desire to take over administration, but he again stressed his obligation to uphold the constitution. He said the people of the state were not opposed to change, but change and dissent had to come about in an orderly way. Scott called on the people to remember that the colleges and universities were seeking knowledge and truth for a better life for all, but he called on the educational institutions to remember they did not operate in a vacuum.

Throughout the spring, disruptions occurred in a number of North Carolina communities. On May 23 the governor spoke at a board meeting of the Department of Conservation and Development, calling for economic growth which would be of benefit to all citizens. He noted that lack of material blessings created despair on the part of many, adding that economic and social frustrations easily led to troublous times. He called for renewed effort to assure improvement of life for everyone, and he solicited the aid of all North Carolinians in working toward such a goal. Such achievement could not be realized, he continued, when there was violence and hatred. He concluded with a pledge of "our best efforts for economic and social justice in North Carolina."

In July the Conference on Campus Crisis was held in Chapel Hill. The governor's remarks on this occasion are given here.]

This conference on "The Campus Crisis" is the first one of its kind to be held in North Carolina and one of the first thorough reviews of this topic to be held in any state. I am pleased that the Board of Higher Education and the Institute of Government have conceived of it and organized it.

I am particularly pleased that in the course of the conference I have been asked to speak to you. I, like many of you, have been intimately concerned with this problem in recent months. I might say that this is not my favorite problem. I am like the little boy who was sick with measles and when asked how he felt said, "Well, chicken pox is nicer."

I think many problems are nicer than the problem of campus crisis. Nevertheless I have been heavily concerned with this problem in the short span of six months. Indications are that we may expect still more problems in the months ahead. And so I welcome this opportunity to discuss this subject with you.



The governor is shown in a National Guard helicopter, December 15, 1970. The unrest on college campuses made it necessary for Scott to call out the National Guard during his administration. (Photograph by Clay Nolen.)

Some members of the public, and perhaps even some of you, may have the impression that my sole concern in these college and university crises is to see that law and order are maintained. Well, I *am* concerned with law and order and I shall continue to be. So long as I am governor the laws will not be flaunted anywhere in the state, on a campus or off. I am obligated by the constitution to uphold and enforce them. As I said in my memorandum to the public college presidents of last February 20, the college campus is not a place of asylum. Students are under the same necessity of observing the laws, or of suffering the consequences if they break them, as are the rest of us.

During this past spring legislatures all over the country were flooded with bills designed to control student protests. Some twenty-five or thirty bills were introduced in our own legislature dealing with the general area of rioting and protesting. These bills expressed the deep public concern over the disorder on the cam-

puses. I believe the decisive actions that I took on a state level and that you took on your campuses when disorders arose last winter and during the spring made it clear to the legislature and to the people of the state that North Carolina was not going to stand for disruption of the educational process, and some of you here tonight have said that these actions made it easier for the legislature to resist the temptation to adopt some of the more extreme proposals that were made.

I *am* concerned with law and order, and I shall continue to do all I can to see that order is maintained; but it would be a serious mistake to suppose that my concern in the campus crisis stops there. I am also concerned with seeing us develop the kinds of educational institutions in this state that we ought to have. I want our institutions to be educationally second to none—not the biggest, not the most high-styled, but institutions that actually offer an educational experience to the student that is as good as, or better than, that available anywhere else.

This means that our campuses must be lively places where faculty and students are free to seek the truth. They must be places where everyone feels that he is part of the academic community, where everyone—administrator, faculty member, and student—has the sense of being a participant in an exciting educational experience. Our campuses must be the kinds of places that will attract and hold good scholars and good students. If we are to build educational communities of this kind, law and order must be maintained, of course, but much, much more must also be done. Let me suggest what some of these other things are.

First we must take an honest look at our institutions. Dr. [Samuel] Johnson said, "The first step to greatness is to be honest." The first step to institutional greatness is to be honest about the institution. A college or university president spends a large part of his time telling prospective students and faculty members, local civic clubs, chambers of commerce, legislators, and everybody else how superior his institution is.

We are guilty of this at all our institutions. Although we are proud of our schools, we are not all great universities or likely to be anytime soon. The best of our institutions falls short of what it can and should be.

Some puffing of wares by a college president is surely allowable, perhaps even necessary, but administrators, trustees, and faculty members ought regularly and soberly to face actuality. They ought to face the deficiencies of their institutions. I am not talking about

the deficiencies of brick and mortar; I am talking about the far more significant deficiencies in teaching, in level of scholarship, in human relationships. I am talking about the strong possibility that a boy or girl may graduate from an institution without ever having learned to speak and write clear, grammatical English. I am talking about the possibility that a boy or girl might go through four years of college and never once have his "values, emotions or sense of self deeply touched."

The mere examination of such fundamental problems on a campus is difficult enough. To do something about them is even more difficult. But nothing less than an attack on these fundamental problems will be sufficient. The colleges of North Carolina owe the students and the people of the state this reexamination of the goals of the institutions and of the institutions' effectiveness in achieving their goals. This obligation exists quite apart from student protests. This then is my second suggestion to you, that you reexamine educational goals and try to determine where you are deficient in achieving them.

Francis Bacon in 1605 gave some advice to the universities that, like most of the rest of his advice, is still good. He said, " . . . inasmuch as most of the usages and orders of the universities were derived from more obscure times, it is the more requisite that they be re-examined."[82]

Many "usages and orders"—to use Bacon's phrase—that were good teaching or governing devices years ago are no longer appropriate. As our institutions have grown in size and as our students have grown in maturity—though they may not always have experienced a corresponding growth in knowledge or wisdom—a university must reexamine its "usages and orders."

This brings me to my third suggestion: Look again, if you have not done so recently, at the problem of campus governance.

About a century ago a faculty member at Harvard asked President [Charles William] Eliot why the faculty had to accept so many changes. He was able to answer simply, "There is a new president."

Our institutions have grown out of a tradition in which a president, with the blessing of the board of trustees, really ran the institution. All this, as you presidents know so well, has changed. I think, though, you would probably all agree that the old system

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[82] [Francis] Bacon, *The Advancement of Learning*, edited by William Aldis Wright (Oxford: Clarendon Press, Fifth Edition, 1920), 81.

of an autocratic president ought to have changed. Presidential autocracy is not conducive to flourishing inquiry either by faculty or students.

On many of our campuses other changes in campus governance are needed. Certainly the appropriate role of students in formulating and administering policies deserves reexamination. But I would suggest that it is not appropriate for students to "run" a college or university campus or to dominate all its councils. In certain areas it may not be appropriate for students to have any vote at all in formulating policy; their careers in the college or university are brief; they vary enormously in their experience. Nevertheless I think we would all agree that their opinions, their views, whatever the tenor of them might be, however distasteful they may seem, should be known and should be considered. Ways of ensuring this must be devised.

My fourth suggestion is that you look again at your curriculum. Some of the student demands for broadening of the curricular offerings might be in order.

Many other aspects of curriculum also need review. I call your particular attention to the need to eliminate, insofar as is feasible, duplication with the offerings in the other institutions in the state system as well as duplication with the offerings of nearby private institutions. Each institution must strive to develop its own areas of specialized excellence so that each will be a complementary part of the whole.

Some students are constantly crying for relevance in curriculum. Everything taught, they say, must be relevant. Henry Steele Commager, in an article that appeared recently in many of our newspapers, said, and I think wisely,

> . . . it is not the business of the university to be relevant in the way that a newspaper or a television station is relevant. It is not the business of the university to allow itself to be captured by the immediate, the momentary, the sensational. The university has other relevancies. It is—or should be—relevant to the whole of the past and the whole of the future. It finds a place for scholars who think classical archeology or the civilization of the Incas is relevant. It finds a place for those who are sure that there can be nothing more relevant than art, music, philosophy. It has, too, another very special function. It must create an atmosphere in which students can discover what is relevant to them, and provide the facilities for them to enlarge that relevance.[83]

[83] Henry Steele Commager, "Universities Under Siege," *News and Observer*, June 22, 1969.

Another suggestion would be that each institution deliberately set about strengthening the institutional loyalty of its faculty members. I should think that this could most effectively be done, not by rules or regulations, but rather through educational and informational efforts and, above all, by giving the faculty a sense of genuine sharing in the institutional plans and achievements. As faculty members become more and more mobile, moving from one institution to another rather frequently, it becomes all the more important for the trustees and administrators to take special care to develop in every faculty member the sense of being an active participant in the affairs of the academic community.

My final suggestion and one on which I would lay special emphasis is this: our institutions generally need a dramatic revival of interest on the part of faculty and administrators in the individual student, in his personality, his needs, his education.

Look for a moment at a hypothetical freshman, Jimmy Jones from Tarboro. He is like many of our students. He is a bumptious boy with a good sense of humor, a quick mind, but a boy who enters college with a knowledge so deficient of history and the contemporary world that on a test where he was asked to match the answers he reported that the leader of the Lewis and Clark Expedition was Louis XIV and he guessed that Afghanistan must be a country in Africa.

Jimmy wants to be a lawyer. How can we take this boy, any such boy, and make him, not only a competent lawyer, but also a person who has a broad understanding of his society and of the world at large? How can Jimmy Jones grow up to be one of those farsighted North Carolinians of the kind who have made this state great? Well, he may do it without anyone in a college or university ever really caring about him as an individual or about his education. Fortunately for society this can happen and has happened many times in the past. But Jimmy Jones is much more likely to develop into the kind of citizen the state needs if all through his educational career people do care about him and about his education.

College students today are protesting that nobody in the university cares, and to the extent that our campuses are impersonal and mechanistic I think they are right to protest—so long of course as the means they choose are lawful. Converting an impersonal campus to one in which faculty and administrators are really concerned about the education of Jimmy Jones will require major changes, changes that cannot be effected easily.

If we want Jimmy Jones to be a well-educated man—inquiring of mind, well informed, aware of the needs and aspirations of others, having a sense of personal direction and mission in his life—if this is our hope, then our administrators and faculty members must be men and women like this themselves. It is not sufficient that administrators and faculty once were avidly seeking knowledge, once were filled with vision; they must be so now if they are to transmit such qualities to their students. General George Patton, talking to young second lieutenants just out of infantry OCS, used to say, "Remember you can't push a piece of spaghetti anywhere but you can pull it wherever you want it to go."

How do we keep our deans and faculty members young in spirit, constantly inquiring and full of the faith? I'm glad that is your problem and not mine. It is a hard problem but an important one, one that is a key to the success we are likely to achieve in educating students.

I have suggested six actions to you: (1) that you begin by being completely honest about your institution, (2) that you reexamine your institution's goals to see where your deficiencies are, (3) that you reexamine your system of campus governance, (4) that you look again at your curriculum, (5) that you seek ways of increasing the participation of the faculty in campus affairs and of building faculty loyalty to the institution, and (6) that, above all, you orient your thinking and the thinking of your entire institution toward the educational needs of the individual student.

In a word I am asking you to take a hard look at the quality of the educational experience being offered on your campus. Be far ahead of the students. You may not thereby avoid campus disruptions—I don't think you will—but you will have remedied in advance those aspects of your campus life that are objects of protest and, more importantly, you will have done your duty as educators for the students and for the people of North Carolina.

ANNUAL 4-H CONGRESS

Raleigh, July 30, 1969

In his opening remarks, the governor commented on man's success in setting foot on the moon and returning and on the voyage of Mariner 6 which was scheduled to pass within 2,000 miles of Mars that night. These gigantic space explorations were accom-



Scott's long interest in and support of 4-H received national recognition when, December 7, 1970, he received a 4-H National Alumni Award from Richard Hiendlmayr, vice-president and general manager of the Agriculture Division of the Olin Corporation.

plished by the combined efforts of great numbers of people. Scott told the 4-H members that "the world of tomorrow is your world. But your share in it will be directly proportional to the efforts you put forth to accept its challenges." He called the astronauts "wonderful examples of what fine training and self discipline can do." The governor reminded his young listeners that their training would soon end, that they would be on their own; but he urged them to believe in themselves, have faith in their friends, and know that success was largely determined by hard work. Recalling his personal ties with 4-H, Scott praised the organization for its accomplishments and expressed appreciation for what it was doing for young Tar Heels.

HIGHWAY PATROL GRADUATING CLASS

Chapel Hill, August 1, 1969

Governor Scott told graduates of the Highway Patrol class that the badge they had earned carried "much responsibility and little privilege." Each patrolman would be riding alone, but the governor reassured the men by reminding them that a call for help would bring immediate response. A 1969 appropriation provided for the addition of fifty new troopers, and funds were also provided to establish a Police Information Network which would tie together law enforcement agencies throughout the state.

The North Carolina Highway Patrol, forty years old in July, had a commendable past and a bright future. The governor called the patrol the state's "first line of defense against civil disturbance." Because many towns did not have sufficient officers to cope with local problems in times of unusual emergency, Scott promised to send in patrolmen to assist when they were needed. Only when the situation grew beyond their capability would the National Guard—the military arm of defense—be called. The governor



Governor Scott is shown inspecting Troop A of the State Highway Patrol in Greenville.

referred to the sharp increase in civil disorders, lamenting the fact that North Carolina had witnessed these troubles.

The chief executive announced plans for a special force of patrolmen who would be highly qualified to serve as a riot control unit. These men would receive extensive training and the best equipment; the special unit would be able to be at a scene of disorder within a matter of hours; if necessary, some of the men would be flown to their assignments.

Since the preceding January, Scott had called out the National Guard seven times and had called on the patrolmen even more often. He told the patrolmen they would be looked to for leadership; if they did the job they had been taught to do in their training at Chapel Hill, they would find the rewards outweighing the disappointments. The governor challenged the men "to perform your duties as if our lives depended on you. Because they do."

GRADUATION OF SBI CLASS

Raleigh, August 21, 1969

The State Bureau of Investigation was a vital part of the Justice Department, headed by the attorney general. Governor Scott began with a commendation for the leadership of the attorney general in the areas of consumer protection and utilities and for his efforts to safeguard the public interest. He observed that never before had so many men joined the SBI and been trained at one time; furthermore, new agents had not hitherfore received such intensive training. The governor expressed pride in the men, adding that many of their efforts went unnoticed and were, therefore, unappreciated. Scott said he had recommended to the State Personnel Board increases in salaries for all SBI men. By giving examples of decisions made by agents—decisions which affected the lives of others and which had to be made without help or guidelines—the governor called attention to the responsibilities of the work. Governor Scott expressed thanks for himself and his office to the graduates of the SBI Service Academy for their concern; the men were, he said, joining "an elite group of dedicated men."

NATIONAL FALL SESSION OF FEDERATION OF MUSIC CLUBS

Charlotte, August 23, 1969

An address to music clubs gave Governor Scott an opportunity to review some of the facts with regard to cultural events supported by the state of North Carolina. He reminded his listeners that Tar Heels had the first state-supported symphony in the United States; he spoke of the School of the Arts in Winston-Salem, supported during the biennium by a $2.4 million legislative appropriation; he continued by reviewing the achievements and the appropriations of the North Carolina Museum of Art (biennial appropriation of $709,044), the North Carolina Arts Council ($172,389), Brevard Music Center ($65,000), North Carolina State Art Society ($16,000), Vagabond School of the Drama at Flat Rock ($10,000), and *The Lost Colony* and *Horn in the West* (up to $10,000 available to make up deficits). Appropriations for these cultural organizations, for the 1969-1971 biennium, totaled $6.8 million.

Other events, such as "Singing on the Mountain" and mountain music festivals in western North Carolina, were mentioned by the governor. In his closing words he called the meeting of the Federation of Music Clubs a cultural event in itself.

NEW RIVER GRAPE GROWERS ASSOCIATION

Jacksonville, August 28, 1969

In the fall of 1585, when Ralph Lane wrote concerning his experiences as one of a group of explorers sent out by Walter Raleigh, mention was made of the excellence of the grapes. Speaking to the Grape Growers Association, Governor Scott mentioned this and other early descriptions of grapes, noting that the scuppernong was the first grape to be cultivated in America. He continued by discussing research at the Experiment Station and in the North Carolina State University laboratories to improve grape production. The grape industry in the state was cited as an example of what could be done by private citizens and their association, North Carolina State University, and state government working together. Diversification into the field of grape growing had resulted in a $.5 million a year industry. Research meant new varieties plus a study of marketing and processing possibilities. The

governor reported that the previous year's market had brought an average price of $225 a ton, or $1,687.50 gross an acre, for grapes. He predicted that vineyards would pay in North Carolina, observing that the members of the New River Grape Growers Association had already proven that point.

COMMENTS BY GOVERNOR SCOTT WHILE PRESIDING AT A SESSION ON "OCEANOGRAPHIC RESEARCH AND DEVELOPMENT" AT THE SOUTHERN GOVERNORS' CONFERENCE

Williamsburg, Virginia, September 17, 1969

[Governor Scott showed his interest in the subject of oceanography on several occasions. On August 6, just a few weeks before his remarks made at Williamsburg, the governor appeared before the Subcommittee on Oceanography of the Committee on Merchant Marine and Fisheries of the United States House of Representatives. He had gone to Washington to discuss the report of the Commission on Marine Science, Engineering and Resources. While there, he reviewed North Carolina legislation affecting marine resources and reported on various research projects and laboratories in operation in his state: the Bureau of Commercial Fisheries laboratory in Beaufort; the Marine Laboratory of Duke University, also in Beaufort, and its operation of a biological research vessel, the *Eastwood*; the Institute of Marine Science of the University of North Carolina at Chapel Hill, located at Morehead City, and its research vessel; the laboratory of the State Department of Commercial Fisheries, with its exploratory fishing ship, the *Dan Moore*; the Cape Fear Technical Institute's program of training in marine technology at Wilmington and its training and research vessel which had just returned from participation in the BOMEX (Barbados Oceanographic and Meteorological Experiment) project; the Wrightsville Marine Biomedical Laboratory, jointly operated by North Carolina's three medical schools; and projects of the University of North Carolina at Wilmington, of the F. J. LaQue Laboratory, of the Pamlico Marine Laboratory of North Carolina State University, and of others. With these programs already a reality, Governor Scott had stressed the capability of North Carolina to serve as the nucleus of one or more Coastal Zone Laboratories of the kind visualized by the commission in its report. He had assured the subcommittee of his willingness to move rapidly to establish a Coastal Zone Authority for North Carolina, as recommended by the commission report. Other parts of the report had been discussed by Governor Scott, but he stressed the portion relating to the Coastal Zone because of its interest to North Carolina. He had, on that occasion, urged "a strong national commitment to ocean exploration." He pledged the cooperation and full support of his state with the federal government "in launching an all-out effort which would benefit all the people of this nation and the world."

Almost three months after his Williamsburg remarks, the governor presented a citation and plaque to the Research Triangle Institute for its role in the BOMEX experiment. Again, as he made his December 11 remarks, the governor called attention to the interest of North Carolina in marine research.]

During the past twenty years both business and government have placed more and more emphasis on research and development activities. This continuous search for new knowledge and technology along with the application of this technology to practical problems and opportunities underlies much of the economic and social progress which this nation has achieved.

The exploration of outer space has shown what great accomplishments can be realized from a dedicated, coordinated, and well-financed research and development program. We all take pride in the spectacular achievements of our space program, and I am firmly convinced we will reap many down-to-earth benefits from the knowledge and technology gained from this program for many years to come.

I am also convinced that our nation should launch a similarly dedicated, coordinated, and well-financed program in the exploration of the sea. The opportunity for research and development in oceanography is almost unlimited. The time has come for a serious response to the exciting potential of the sea and the coastal zone where land and water interact. This response must come from federal, state, and local governments, and from private industry.

A wise and systematic approach to the full utilization of our oceanographic resources will require a coordinated effort at all levels of government and industry. The federal government has provided, and continues to provide, much of the leadership for ocean research and exploration. To a certain degree this leadership must continue to come from the federal government; however, more and more, the states must actively participate in this venture. The responsibility for the skillful management of our shorelines rests with state and local governmental units working, of course, with private industry which must provide the managerial capabilities and capital to develop and utilize this great untapped resource.

The interest and responsibility of state participation in the development of marine resources should be obvious. Thirty states, containing 75 percent of our nation's population, are on the coasts of the Atlantic and Pacific oceans, the Gulf of Mexico, or the Great Lakes. Almost 45 percent of the nation's urban population lives

in coastal counties and, if the trend continues, the concentration will become even more pronounced. The individual states must assist and work with the counties and municipalities to plan and guide this development. Too often, in the past, what planning that has been done was done with a single purpose in mind. This type of planning does not lead to an effective allocation of resources to their most beneficial uses. We must now seek and evaluate opportunities for multiple and compatible uses of our coastal area and maintain as many options as possible for the future.

The state of North Carolina has accepted the challenge and made the commitment to develop fully its marine resources. The General Assembly, which recently adjourned, passed several significant pieces of legislation, upon my recommendation, to help in realizing this potential.

We established, on a permanent basis, the Governor's Council on Marine Sciences to help blend the efforts of all agencies and institutions. The council will help us relate research, educational, and regulatory activities to the practical needs of our marine industries. The General Assembly appropriated $1.8 million to help carry out plans now being developed by our state agencies, the Office of Sea Grants, and the Coastal Plains Regional Commission.

An especially significant act of this General Assembly was the appropriation of $500,000 for the purchase of estuarine lands so that we might preserve the quality of our marine environment. These legislative acts are but a beginning. They do, however, indicate something of the philosophy and commitment of our state as we proceed to develop our marine resources.

I emphasized a moment ago that research and development are essential to a full utilization of our ocean environment. Closely related to this is the need for educating and training the necessary manpower. Estimates suggest that just to maintain the current growth level in oceanology over the next ten to twenty years will take at least 6,000 additional oceanographers. In addition, over 18,000 marine technicians will be needed to assist these scientists.

A systematic approach to the management and development of our coastal and ocean resources will require a national commitment in terms of restructuring and coordinating the multitude of federal and state programs related to these resources. Likewise, an effective national commitment will take money—more than this country has been willing to devote in the past. The states which are represented in this conference should have enough faith in the potential of the ocean to make them want to become full

partners with the federal government in launching an all-out effort which would benefit all the people of this nation. My own state has that faith.

NORTH CAROLINA ASSOCIATION FOR RETARDED CHILDREN

Winston-Salem, September 19, 1969

After mentioning treatment of retarded persons in years gone past, Scott complimented members of the North Carolina Association for Retarded Children for their part in bringing about changes for the better. He hoped that his administration would be remembered for its planning, and he reviewed proposals he had made to the General Assembly in the area of mental health. He had recommended that $3 million be appropriated for use in the field of mental retardation; included in that sum was $615,000 for the construction of a 48-bed infants' treatment unit at Western Carolina Center. It was hoped that therapeutic intervention at an early age, in cases of need, would avoid many long years of residential care at a later period of life. Scott reported that meetings were in progress to work out details for implementing the legislation. Though the welfare of children was the primary goal of the program, dollars would be saved in every situation in which a person could be reached and trained. Scott referred briefly to increases in budgets at Western Carolina, O'Berry, Murdoch, and Caswell—to a total of just under $39.8 million for the biennium. Another $2 million was designated for capital improvements at the four centers.

Scott also reviewed legislative enactments, which he had recommended, and which were designed to aid special education students. In his closing remarks, the governor said that both the association and his administration were "working to light the flame of hope and keep it burning brightly. We must never break faith with those whose trust in us is complete and whose dependence on us is total."

NORTH CAROLINA ADJUSTERS ASSOCIATION

Raleigh, September 19, 1969

Members of the North Carolina Adjusters Association were, more than anyone else, cognizant of spiraling costs of repairs,

according to the governor's opening statement at the adjusters association. Scott said he was disturbed because people failed to realize the relationship between claims against insurance policies and premium costs. The adjuster was called the man in the middle, and most of those hearing the governor were involved in adjusting damage repairs to vehicles. Scott called on these people "to be our ombudsmen or advocates as we seek more reasonable and less expensive automotive repairs in our state."

Settlements had to be fair to both consumer and businessmen, and it was important to remember that each adjustment affected the future. Scott said he was appointing a commission to look into the matter of increasing rate requests to determine whether or not such requests were justified. He named Clyde Norton[84] chairman and Charlie B. Casper[85] vice-chairman.

4-H PROGRAM

Charlotte, September 26, 1969

[Traffic safety had been a major concern of North Carolina's governors for many years, and the Scott administration continued the battle. It was appropriate for the governor to address the 4-H'ers when they were initiating an automotive safety program.]

I am pleased you invited me to attend this kickoff of the 4-H Teen Automotive Safety Program. I consider this to be one of the most important traffic safety programs ever proposed for our young people in North Carolina. You have read in the newspaper that accident rates are climbing every year. I believe one of the major causes of accidents is an improper attitude toward driving. Driving is serious. It is not a game, and it is not play. The lives of many people depend upon one driver. One driver's inattention, his lack of care or concern, his ignorance, his lack of knowledge or qualification to drive an automobile can kill several persons.

I read a newspaper story last spring about an eighteen-year-old boy in a city in another state. The boy was apparently having aca-

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[84] Clyde Monroe Norton (1916-), businessman from Old Fort; owner and manager of North Furniture Company in Old Fort and president of Norton-Ramsey Motor Lines in Hickory; civic leader; state senator, 1965-1969. *North Carolina Manual, 1969*, 597.

[85] Charlie Barnes Casper (1929-), lawyer from Asheboro; B.S., LL.B., Wake Forest; Air Force, 1951-1955; instructor in business law, Pfeiffer College. *Martindale-Hubbell Law Directory* (Summit, New Jersey: Martindale-Hubbell, Inc., 103rd annual edition, 5 volumes, 1971), III, 1881B, hereinafter cited as *Martindale-Hubbell.*

demic troubles, but he learned on the last day of school he would graduate with his class. He jumped into his car and sped off toward home. On the way he struck a child in an intersection, knocking him 250 feet and killing him. The car then ploughed through three yards before striking seven-year-old twin brothers on the sidewalk in front of their home. The children were killed before the horrified eyes of their mother.

This young man did not have a mature attitude about driving an automobile. Three children lay dead because of his immaturity. Whether the enormity of his offense will ever trouble him or not, the record of it will follow him through life.

Young people have quicker reflexes, better eyesight, and can move more quickly than older persons. They should be better drivers. Drivers under twenty years old make up 10 percent of the driver population. Yet they were involved in 16 percent of the fatal accidents in our nation in 1967. In the first half of 1968 more than a third of the drivers in fatal traffic accidents in North Carolina were in the fifteen to twenty-five year age group.

Key factors in safe driving are attitude and experience. Because teenagers do not have experience, the key factor is attitude. Your attitude toward something is determined by how much you know about it. The show-off driver—be he young or old—tells everyone who sees him he doesn't know much about driving.

The art of driving involves more than getting behind the wheel of a vehicle. It involves knowledge about traffic laws, knowledge about the operation of the vehicle, knowledge as to how road, weather, and traffic conditions affect driving. The more knowledge a person gains about these things, the safer driver he becomes.

Many people today have permitted unsafe driving practices to become habits. They have allowed wrong attitudes to become ingrained in their manners on the road, and they are dangerous not only to themselves but to all the drivers they meet. Attitude toward driving is something you can begin working on even before you begin driving. This course is designed to guide you in developing an attitude that will see you through many years of safe, responsible driving.

I have looked through the books you will be using in this course. Book Number Two, on maintenance and operation, caught my interest in particular. It explained some things about automobiles I didn't quite understand. Once you have mastered the information contained in that book, you will be able to handle most of the minor repairs to your car yourself. I think this is a good book for

adults to study, because I believe the more you know about your car, the better you drive. This is a 4-H program, but it is not limited to 4-H members. I congratulate 4-H leaders for initiating this needed program to complement our driver training program in school. I look forward to a rising generation of safer drivers on North Carolina highways.

CONVOCATION, PEMBROKE STATE UNIVERSITY

Pembroke, October 2, 1969

Speaking at the first convocation of Pembroke as a state university, Governor Scott recalled the history of the institution which was eighty-two years old that fall. Beginning as an elementary school, later becoming in part a high school, producing its first college graduate in 1940, and admitting its first non-Indian student in 1953, the institution's history was one of growth; but only since 1953 had the expansion been rapid. Students from all sections of the country, an expanded operating budget, additional appropriations, an increase of 79 percent in money for the library, funds to permit a raised salary base (so as to equalize salaries at Pembroke and other institutions in the state system), and other tangible signs were evidence of the progress being made at Pembroke—recently made a university.

Scott said leadership in the state was determined to see that Pembroke and other institutions were treated fairly and were given the resources needed to do the job they had undertaken. He urged Pembroke to do well by world standards, not North Carolina standards, not Robeson County standards. He also recommended strongly that the school be selective so that it could do well what it set out to do. The governor urged the institution to keep in mind its real objective: "the education in the broadest sense of young men and women." If it did so, "the future of this institution as it enters a new era will be bright."

GOVERNOR'S RECORDS: PUBLIC RECORDS

Madison, Wisconsin, October 8, 1969

[Governor Scott gave the keynote address at the thirty-third annual meeting of the Society of American Archivists, held in Madison, Wisconsin. It was appropriate that the chief executive of North Carolina deliver

this address because the president of the organization was Dr. H. G. Jones, director of the North Carolina State Department of Archives and History. North Carolina's progressive archival and records management program was recognized throughout the nation, and the governor obviously was proud of the record of his state in this field of endeavor.]

Governor Knowles,[86] distinguished guests, and members of the Society of American Archivists:

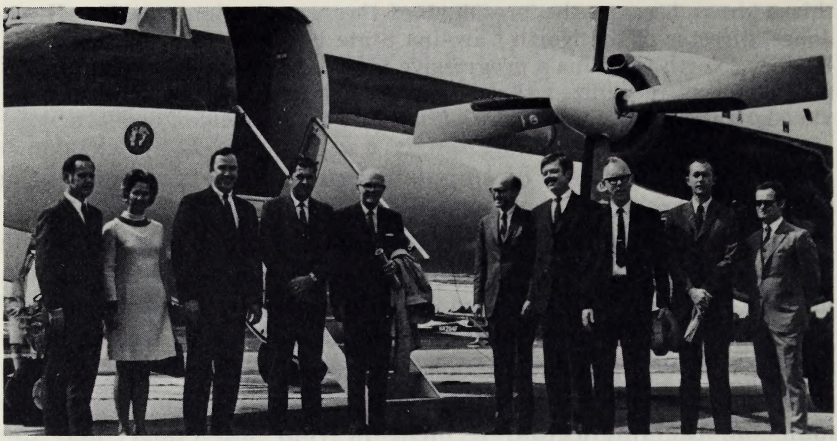
This is our first trip to Wisconsin, but I hope it will not be the last. Mrs. Scott and I have been warmed by the hospitality shown us by Governor Knowles and by other distinguished leaders of your state, and in one short day we have come to feel at home among you. We have been much impressed by the vitality of your state government, the beauty of your capitol and your executive mansion, the intellectual ferment in your university, and the great work of your state historical society.

Last year, when he invited me to speak before the Society of American Archivists today on the subject of "Governor's Records: Public Records," H. G. Jones told me that a difficult problem faced by archivists in some states is that of preserving the records of outgoing governors. He pointed out that not all states have a comprehensive public records act such as ours in North Carolina, and that in others it is sometimes difficult to persuade the governor to comply with the statute.

This situation was brought to my attention again last fall when I attended a meeting of governors-elect of the southern states. I discovered that some of the new governors were entering offices almost completely devoid of records of their predecessors. Except for perhaps purely "housekeeping" records, outgoing governors had simply taken the records of the office with them.

Being quite familiar with the eagle-eyed supervision over the records of North Carolina governors exercised by our State Department of Archives and History, I tried to visualize how it must feel to walk into a luxuriously furnished governor's office only to find that the memory of the office and its activities, as recorded in documentary form, had vanished. It is frightening enough to assume that high office when there is plenty of documentation. A record-free office may sound attractive to those of you who are

[86] Warren Perley Knowles (1908-), lawyer and governor of Wisconsin, native of River Falls, Wisconsin; A.B., Carleton College, LL.B., University of Wisconsin; World War II veteran; former Wisconsin state senator and lieutenant governor; governor, 1964-1971. *Who's Who in America, 1972-1973*, I, 1750-1751.



The first flight of the new state plane, a Gruman Gulfstream turbojet, was made October 7, 1969, to Madison, Wisconsin, where the governor addressed the Society of American Archivists. Those accompanying him on the flight were pictured just before boarding. Left to right, Dr. H. G. Jones, director of the State Department of Archives and History; Mrs. Scott, Governor Scott, Sgt. D. B. Wagstaff of the governor's security staff; Adm. A. M. Patterson, archives and records administrator; Mr. David Murray, the governor's special assistant; Mr. C. F. W. Coker, assistant state archivist (archives); Dr. Thornton W. Mitchell, assistant state archivist (state records); Mr. Maurice S. Toler, archivist of North Carolina State University; and Mr. Donald R. Lennon, curator of the East Carolina Manuscript Collection. (Photograph by Department of Conservation and Development.)

inundated by paper work, but for a new governor it would appear that the office had no past, that all progress must begin at the moment of his inauguration.

It seems to me that continuity in government depends upon two requirements: (1) some carry-over of personnel from one administration to the next, and (2) the records of the preceding administration. The "memory" of activities contained in the records is often more valuable than the unreliable memory of the people who helped carry out the activities. Thus from the standpoint of administration alone the records of an executive are important to his successor. This is completely aside from two other important considerations: (1) the public ownership of the records made and received during the incumbency of an official, and (2) the value of these records for future research unrelated to administrative uses. Combined, the administrative and research values of the records of a governor dictate his obligation to see that these records are preserved.

I am not here today to tell you professionals what ought or ought not to be done in relation to the documentation of your governors, but I do not hesitate to tell you that I fully appreciate and support your efforts to assure the preservation of the permanently valuable records of your chief executives. Every state has its own traditions and laws, and what may be appropriate in one state may not be right in another.

But I believe that one thing is right in all cases, and that is that the people have an interest in the records of the highest-ranking officer of the state and that these records ought to be preserved for posterity. For, even in this day of the thieves of history—the telephone and the informal conference—records (whether written, audio, or visual) continue to form the skeleton on which is woven the story of the past and the present. To destroy this skeleton is to destroy the outline necessary for holding together the fabric of history.

But who am I to tell archivists about the importance of records?

I can, however, tell you something about the office of governor. It is both an office of authority from which policies are promulgated and an office of information to which reports on the administration of the policies are sent. It is also the office to which the public most often submits petitions. Thus it is unique in state government—the one place where the records of decision, direction, and execution come together. And, as such, it is the most important record-making and record-keeping office in the state.

Furthermore, a governor is perhaps the most personal officer of state government in the eyes of the people. He is their representative; they put him there, and they can send him home. Consequently he is acutely attuned to the people; he seeks their continued goodwill; he courts them in his efforts to persuade the legislature to approve his program.

In all these respects the governor speaks—or attempts to speak—for the public. His directives, his appointments, his conferences, his correspondence—all these are representative of his official function. This is true even when he acts in the capacity of the head of his political party, for as governor he cannot completely divest himself of political considerations simply because political considerations involve the public interest.

I make these comments only to emphasize that the records of the office of governor cannot logically be excluded from the statutory definition of public records which in my state reads, "Public records comprise all written or printed books, papers, letters,

documents and maps made and received in pursuance of law by the public offices of the State and its counties, municipalities and other subdivisions of government in the transaction of public business."[87]

Consequently, when one of my constituents writes to me with a complaint, commendation, or proposal, that letter comes to me in my capacity of governor and as a state official "in the transaction of public business," and, as such, it is a public record belonging to my state and not to an individual from Haw River named Bob Scott.

This point, I understand, has been argued for a long time in some states, and I shall not dwell on it here. When President George Washington left office and took his records with him, he did a great disservice to the nation, for his successors used his action as a precedent.

Not until Franklin Delano Roosevelt—working through a North Carolinian, R. D. W. Connor, the first archivist of the United States—was there taken an alternate route which established a new precedent for placing the records of the presidency under the administration of the National Archives and Records Service. It is hardly logical, therefore, for any state still to cling to the Washington assumption that the records of its chief executive are private property and of no concern to the public.

It is, of course, true that a governor exercises influence and some authority in matters that may not be *completely* public. He may perform the function of the head of a political party and carry on much correspondence dealing strictly with that party's welfare as divorced from the general welfare. If so, and if he keeps party files, a good archivist or records manager can very quickly set up a new file for such materials apart from the records of the governor's office proper.

This is also true with strictly personal correspondence completely unrelated to his official duties. I am not going to argue with the archivist who suggests that everything done by a state employee on state equipment on state time automatically is a public record. That one I will leave for a good bull session some evening.

The concept of the records of a governor being public records in North Carolina is as old as the state itself. Even during the Revo-

[87] G.S. 132-1.

lution the governor was required to make available for the inspection of the General Assembly each session all of his records and correspondence.

In 1782 a law directed the governor's private secretary to enter into books all letters of "considerable importance," as well as copies of all outgoing letters.[88] Five years later, noting that governors had taken off with them some of their records, the General Assembly directed that all former governors return "all official dispatches of every nature and kind which they may have received; also the journals of the Council of State, and books or copies of correspondence, during the time they were respectively in office."[89]

Nearly a century later, just after the Civil War, another act required that not only the governor's letter books but the original letters themselves be carefully preserved.[90] Then, in 1935, the Public Records Act, authored by your first president, Albert Ray Newsome, placed the records of the governor on the same statutory plane as other official records of the state.[91]

As a result of these two centuries of law and tradition, the North Carolina State Archives preserves the records of our governors down to and including those of my predecessor, Governor Dan Moore. Ever since its creation the State Department of Archives and History has worked closely with the Governor's Office. Our filing system was devised by the department, and records are transferred annually, leaving in the office only the records of the current and one prior year. This frees filing equipment for new

[88] For a fuller discussion of laws and other provisions relating to records of North Carolina, see H. G. Jones, *For History's Sake: The Preservation and Publication of North Carolina History, 1663-1903* (Chapel Hill: University of North Carolina Press, 1966), 70-71 and passim. The 1782 law read: "And be it enacted by the authority aforesaid, That the Governor shall appoint a private secretary, whose special duty it shall be to enter into books for that purpose, fair copies of all official letters written by the Governor which are of considerable importance, also to enter up fair copies of all official letters which may be received from . . . [certain named sources] and such other public letters and papers as his excellency the Governor may judge necessary, which book or books shall be laid before the General Assembly at their next session, and by the clerk be carefully preserved in their office. . . ." Walter Clark (ed.), *The State Records of North Carolina* (Winston and Goldsboro: State of North Carolina, 16 volumes, numbered XI-XXVI, 1895-1906, XXIV, 444-445, hereinafter cited as Clark, *State Records.*

[89] Clark, *State Records,* XXIV, 951.

[90] *Public Laws of North Carolina, 1868-1869,* c. 270, ss. 33, 34, hereinafter cited as *N.C. Public Laws.*

[91] *N.C. Public Laws, 1935,* c. 265.

records and at the same time makes the records easily accessible to the Governor's Office by phone or messenger.

If the records of a governor are public records, it follows that those records must remain in public custody or be disposed of in accordance with state laws. Practically every state has—and all states should have—an official archival repository. This, then, is the place for a governor's records. It is a longtime principle of archival administration that only when public records are carefully retained in continuous official custody are they free from suspicion.

Some state archives, such as that in my state, also handle private papers. Note that I am following the archivist's designation of *records* of the governor and *papers* of the private individual. When the archival institution also serves as a repository of private manuscripts, a good case can be made for the purely private papers of one who has been governor to be placed there also.

Let me give a personal example. My father[92] served as commissioner of agriculture, and his official records for those twelve years were transferred to the State Archives. He resigned a few months before the end of his term, ran for governor, and was elected. His gubernatorial records went to the Archives. Then after a couple of years again as a private citizen, he went to the United States Senate. His senatorial records, by tradition, were not considered public records. One of H. G. Jones's first efforts when he became state archivist was to go to Washington and urge my father to plan to leave his senatorial records as well as his private papers to the State Archives. The "sales pitch" was a logical one: The future researcher could do his job better with all of the documentation relating to my father and his career in the same repository where, though the unofficial papers would be kept separate from the public records, they could be studied together. The argument was so persuasive that my father, who had tentatively planned to leave his nonpublic papers to another institution, agreed to H. G.'s recommendation. Within a week after my father's sudden death a

[92] William Kerr Scott (1896-1958), farmer and dairyman, governor, senator from Haw River; B.S., North Carolina State; World War I veteran; master, North Carolina State Grange, 1930-1933; state commissioner of agriculture, 1936-1948; governor, 1949-1953; progressive administration noted for paving of "farm-to-market" roads, for expanded state services; elected to United States Senate in 1954, served until death in 1958. Crabtree, *North Carolina Governors*, 131-132; *North Carolina Manual, 1951*, 363.

truck from the Department of Archives and History had gone to Washington and transferred the senatorial records to Raleigh.

Sometime later it was pointed out that other private papers—those relating to the campaign for governor and for senator, for instance—were still at our farm. My mother and I readily agreed also to transfer these to the Archives where they were placed under restrictions for a specified period of time. Thus, a future biographer can go to the Archives and History Building and find there virtually all of the recorded story of W. Kerr Scott's life and work. Furthermore, papers of my grandfather are there, and so are many of mine.

It is a comfort to me and my family to know that these papers are in official state custody, under terms agreeable to us, and that they will be cared for in perpetuity for the use of researchers. No greater monument can be left by an individual or a family than the record of their achievements and failures so that they may be judged as objectively as possible by unbiased historians who are content to let the record speak.

As from time to time we have talked about the importance of the preservation of gubernatorial records, we were curious to know what the situation was in other states. To get the answer, Dr. Jones sent a questionnaire to archivists in each of the fifty states asking the status of their governor's records. The results are interesting if not altogether encouraging. Forty-seven of the states replied, and of these twenty-four indicated that the records of their governors were defined by law as public records. In addition, several other states indicated that while the records were not statutorily defined in such a manner, they were so handled by tradition. Thus it is clear that in nearly two thirds of the states gubernatorial records are treated as public records.

But the questionnaire did not satisfactorily answer the question of which materials among the governor's records were considered public records. Obviously some of the archivists interpreted the term "governor's records" to exclude correspondence, and in some instance in which correspondence was included, there was admission that it was often "weeded" or "screened" or "gone through" before being transferred to the archives.

I can think of no easier way to distort history than consciously to remove from the records materials that may put a public official in an unfavorable light while consciously leaving those which flatter him. Such a procedure clearly represents a lack of faith in the judgment of the people under whose sufferance we

serve, and I suspect that an effort to color history will be just as unsuccessful as an effort to "manage the news," a charge that has been leveled toward high places in recent years.

I realize, of course, that what I am saying to archivists today I should be saying to my fellow governors who represent states that have not come to grips with the subject of "Governor's Records: Public Records." I hope, however, that my words will get to them, for I offer these thoughts not in an effort to persuade so much as in an effort to bring attention to the need for consideration of the problem where it has not been dealt with.

In the past ten years I have come to feel a kinship with archivists and historians, and I am proud of the pacemaking work of our own North Carolina Department of Archives and History. I am proud of it as the repository of the official memory of our state as well as the repository of the collective memory of my family and fellow Tar Heels. And I am proud that our department has furnished your society four of its presidents.[93]

To any of my fellow governors who are not familiar with the activities of their state archival agency, I commend their attention and favor. A state is the product of what it has been, and it will be what it is in the act of becoming. The story of that march to progress should be told through the documentation contained in its state archives and in its repositories of private manuscripts.

It may be that some governors, not having close relations with their archivists, look upon you as egghead custodians of musty old papers that few people ever read. Frankly, I find you an intensely lively and practical group. Witness, for instance, the statement made on our questionnaire by an archivist of one of our western states:

". . . we negotiate for the Governor's records—if he does not let us have them there is not much we can do except prosecute him under a vague untested statute which makes it a misdemeanor ($100 fine) for anyone who violates the statutory provisions containing the records act. In the interest of self-preservation we have not had the audacity to test this law. Most Governors (of my state) leave office to become U.S. Senators."

I might remind H. G. Jones, Admiral Patterson,[94] Thornton

[93] R. D. W. Connor, A. R. Newsome, Christopher Crittenden, and H. G. Jones.

[94] Alex McLeod Patterson (1904-), naval officer and archivist from Raeford and Raleigh; B.S., United States Naval Academy; naval career, 1927-1958, retiring as rear admiral; assistant state archivist (local records), 1958-1969; administrator, Division of Archives and Records Management, State Department of Archives and History, 1969-1970. Powell, *North Caro-*

Mitchell,[95] and Fred Coker[96] that North Carolina has a similar tradition.

MEN'S CLUB OF COVENANT PRESBYTERIAN CHURCH

Charlotte, October 13, 1969

Governor Scott spoke of the loneliness of his job, of the feeling he had when he had to make momentous decisions which would affect the lives of many. He reminded himself and his audience that at times every person felt loneliness in a worldly sense. "But no man is ever alone or he need not be. The governor or anyone else. We find that the 27th Psalm, the 46th Psalm, and the 73rd Psalm contain verses that prove this to us." After these words, the governor continued, "God is someone that anybody can talk to. . . . And he's available for just a word in a hurry." Scott told of his experience in attending the Governors' Prayer Breakfast at the National Governors' Conference in Colorado Springs, and he referred to the fifty men—governing all citizens of the United States—who were conscious of their need for God.

The governor discussed the fact that many decisions were really those involving moral issues. Sometimes the question to be decided was one in which a man's life was at stake, as in a death penalty case; in other less dramatic decisions, morality also played a part.

The governor asked: How can one be refreshed spiritually? To rebuild the spiritual treasury could be accomplished by prayer, by reading of the Scriptures, by church attendance and church work, by service to humanity through community work. Scott closed his

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lina Lives, 950-951; *Carolina Comments*, XVII (September, 1969), 86-87, and XVIII (November, 1970), 123.

[95] Thornton Wilbur Mitchell (1916-), records management consultant from Raleigh; A.B., A.M., Stanford; Ph.D., Columbia; formerly with National Archives and Records Service; assistant state archivist (state records), State Department of Archives and History, 1961-1970; became records management consultant, Department of Administration July, 1970. *Carolina Comments*, X (November, 1961), [2-3]; *Biennial Report, 1968-1970*, 12; information from Dr. Mitchell.

[96] Charles Frederick Williams Coker (1932-), archivist from Raleigh, native of Columbia, South Carolina; A.B., M.S. in library science, University of North Carolina, Chapel Hill; veteran of Marine Corps; assistant state archivist (archives), 1963-1970; named director, Division of Archives and Records, Department (later Office) of Archives and History, September, 1970. *Carolina Comments*, XVIII (September, 1970), 102; information from Mr. Coker.



An elder in the Hawfields Presbyterian Church, the governor is pictured October 7, 1970, at an observance honoring the founding of the Orange Presbytery at that church. Left to right, are Dr. William A. Benfield, Jr., moderator of the General Assembly of the Presbyterian Church, U.S.; Dr. Linwood Cheshire, executive secretary of the Orange Presbytery; Governor Scott; Dr. Harold Dudley, executive secretary of the Presbyterian Synod of North Carolina; and the Rev. Don Campbell, pastor of Hawfields Presbyterian Church.

statement of faith by recalling the Apostle Paul who had persecuted the Christians and made many mistakes but whose life had been changed by Jesus Christ. Throughout the address, Governor Scott made it clear that his was a strong faith in God and that he daily called on Him for help.

DEMOCRATIC PARTY NEWS CONFERENCE

Raleigh, October 17, 1969

[Governor Scott, at the October 17 news conference, announced the names of those who would serve on a study commission to consider possible changes in the organizational rules and regulations of the Democratic party. When he spoke at an installation ceremony for the Young Democratic Club, meeting in Winston-Salem three months later, Scott commented on the changes which would guarantee young people a voice in the affairs of the party. An active role in the Democratic party at the precinct level was assured by the revised document.]

For many weeks now you probably have heard a considerable amount of talk about a proposed study commission which would be named to analyze the North Carolina Democratic party structure with the idea of bringing the organization's rules and regula-

tions more in line with modern-day thinking. I am pleased today to release the names of those dedicated members of the party who have consented to serve on such a commission. Many of them are here in the room with us today, and you have been provided a list of all members. Mr. Jim Hunt[97] of Wilson, former state YDC president who now serves as assistant to the state party chairman, will be general chairman of the commission. Judge Claudia Watkins[98] of Charlotte, a noted woman jurist, will be vice-chairman.

Serving with them will be former governors and former chairmen of the party, lawyers and lawmakers, educators and students, labor leaders and businessmen, young Democrats and old Democrats, black Democrats and white Democrats, businesswomen and housewives. In brief, those chosen come from all walks of life and represent a number of political philosophies. This is how it should be, for the proposed study commission's work study will be doomed if all the people are not represented in such an important undertaking.

The group is large—sixty members in all—because we want this wide representation at all the regional hearings scheduled in connection with the study. We know it would be too demanding for an individual or the commission to attend all four meetings at various points across the state, but if we can have a third or more members present for each meeting, we think the broad cross-section will be maintained.

To these commission members, I would like to make one or two personal observations: I am for change—but not just for the sake of change. Someone noted recently that there has been only one major change in our plan of organization in the past fifty years. I, for one, look on that as an indication that our current party plan can't be all wrong. If it has provided us with guidance for fifty years without appreciable change, then maybe—just maybe—there is a lot of merit in it. This is not to say, however, that we do not need to give our plan of organization a thorough going over

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[97] James B. Hunt, Jr. (1937-), lawyer from Wilson; B.S., North Carolina State; J.D., University of North Carolina, Chapel Hill; former economic adviser to Nepal; president of state Young Democratic Club; elected lieutenant governor, November, 1972. Brochure, *Jim Hunt for Lt. Gov.* [1971], copy in State Library, Raleigh; *News and Observer*, November 8, 1972.

[98] Claudia E. Watkins (Mrs. John Belk) (1937-), lawyer and judge from Charlotte; A.B., Hollins; LL.B., University of North Carolina, Chapel Hill; assistant clerk of Mecklenburg County Superior Court until 1968 when elected judge of the Twenty-sixth District Court. *Martindale-Hubbell*, III, 874; *Charlotte Observer*, February 21, 1971.

—strengthening some rules, being more specific in others, and even tossing out those which we know to be obsolete.

But I hope you'll keep in mind that the basic plan must be good or it could not have survived this long. For that reason, I would urge commission members not to scrap every paragraph just for the sake of writing a new one, don't make proposals which would benefit one group at the cost of another, and don't discard a good proposal just because it doesn't fit into your plan of how the party should be run.

As you get into the business of listening to testimony, discarding proposals and accepting others, I will follow your actions closely. I hope that I'll be able to sit at the table with you occasionally and discuss various ideas. It is through this exchange, I think, that we will be able to draft a party plan acceptable to all. And, finally, let me say this. The job ahead will not be an easy one. It probably will be a thankless one. You probably will be harassed and pressured from all sides—damned if you do and damned if you don't. But you must complete the job.

Time will be a factor, too, because we hope to present the new plan to the State Democratic Executive Committee at its meeting January 13 in Raleigh. I do not envy you in your task. I wish you luck. You'll need it.

NORTH CAROLINA LEAGUE OF MUNICIPALITIES

Asheville, October 28, 1969

The League of Municipalities was formed so that municipal officials could exchange ideas and present a united voice in obtaining legislation. Governor Scott reminded his listeners that each municipality had been created by legislative act; the state had a responsibility, which it had accepted, of providing help for its creations. The governor noted that out of each General Fund dollar only 7 cents went to operate state government in Raleigh and its branches; the rest, 93 cents, went back to the people in the counties, towns, and cities. Funds were used for public health, law enforcement, public welfare, public schools, and other purposes.

Scott stated that the League of Municipalities had been instrumental in getting the legislature to establish the Local Governmental Employees' Retirement System, to approve the Powell Bill which provided funds for street improvements in 427 municipalities, and to enact other significant measures.

Though much had been accomplished, the speaker reminded the league members that there was much to be done. For the remainder of his talk, he discussed problems of housing, concentrating his remarks on the plans of the North Carolina Housing Corporation. [For a discussion of this corporation, see the governor's remarks made at a news conference on May 8, 1969, summarized on pages 164-165, and his year-end report on housing, December 31, 1969, pages 243-247.]

SOCIAL SERVICES INSTITUTE

Raleigh, October 30, 1969

Welcoming his listeners to Raleigh for the fiftieth annual Social Services Institute, the governor noted that the occasion was the hundredth anniversary of what had come to be known as the State Board of Social Services. He commented on many changes which had occurred: new members of the board, including a new chairman, John Jordan;[99] Medicaid, a program which would provide health services for those receiving public assistance and others who met categorical requirements but who did not qualify for monthly checks; and the program whereby the community services consultants had become the nucleus of a statewide program to get citizens on a local level to search for causes of economic and social problems. Included among problems, Scott said, were substandard housing, malnutrition, low income, crime, illegitimacy, and lack of jobs. As a means of seeking solutions to some of these problems, programs had been set up for housing, manpower development, expansion of the Highway Patrol, and others. The chief executive reminded his audience that he had recommended these programs to the legislature. The governor commended the social workers for additional changes, including the separation of financial payments from services and the testing of a simplified method of determining eligibility; he suggested the idea of an identification card to expedite services to recipients.

The chief executive commented on the difficulties some citizens had in providing funds required for welfare programs. He had suggested that the state consider block grants to counties for

[99] John Richard Jordan, Jr. (1921-), lawyer from Raleigh; A.B., LL.B., University of North Carolina, Chapel Hill; state president, Young Democratic Club, 1954-1955; civic and political leader; state senator, 1959-1963. *North Carolina Manual, 1963*, 536-537.

specific programs. Scott also commented on proposals of President Richard M. Nixon whereby public assistance would be replaced with a program of income maintenance and, for those able to work, with jobs and job training. Scott observed that no one knew what Congress would do about these proposals, adding that many on public assistance would be unable to work. No matter what Congress did, North Carolina would continue to provide most of the money needed to operate its system of social services.

Money was not the only thing needed. Scott urged the caseworkers, county directors, county and state boards, and others in the program to do a better job of letting the public know about their work. He also suggested that they coordinate their activities with county commissioners, health department, schools, the Agricultural Extension Service, and other agencies. He admonished them to keep in close touch with state and federal governments. Scott made it clear that the "haves" had to be persuaded that the programs were not harmful to them; failure to do so would mean that the welfare system would continue to be a "popular whipping boy because people won't understand it." The governor remarked that people had never quite decided whether needy people should be punished or rehabilitated. He closed by saying, "I say it is time we make up our minds that they should be rehabilitated."

SPECIAL EDUCATION CONFERENCE

Charlotte, November 20, 1969

Governor Scott, speaking at the Special Education Conference, called for attention "to the exceptional, to that which may not represent the majority's needs and desires." He said the worth of society could be judged by the "extras" provided for its members. The governor reviewed bills passed by the 1969 General Assembly in the field of special education. Additional training for hearing-impaired children, which would supplement that provided by the residential schools for such children, was made possible. School bus service was provided for special education pupils who needed transportation. Additional funds were appropriated whereby more children could be served by the program for the trainable mentally retarded. These and other measures were indications of the progress which had been made.

The governor noted that more and more programs were being set up whereby pupils could move forward as rapidly as their abil-



The governor is shown with a group of children with hearing impairment who were in his office when he signed a "May Is Better Hearing Month" proclamation. (Photograph by Janice L. Narron, North Carolina Department of Public Instruction.)

ities would permit them to go. On the other hand, children with special problems were also being helped; North Carolina had more than 2,500 teachers working with more than 60,000 pupils in eleven different special education programs. Out of 155 city and county school districts, 153 had one or more of these programs.

Scott urged a continued effort to identify special needs and to provide means for meeting those needs so that as many as possible of the state's people would become useful, productive citizens.

AMERICAN INSTITUTE OF MINING, METALURGICAL AND PETROLEUM ENGINEERS

Raleigh, November 21, 1969

Modern society depended on minerals as never before, according to the governor, who called attention to the fact that North Carolina led the nation in the production of feldspar, scrap mica, and lithium minerals. The state produced annually crushed stone, sand, and gravel which accounted for more than half the state's mineral production. The value of the mineral production of the Tar Heel State had grown from $16.4 million in 1947 to $83 million in 1968. In 1968 more than 7,000 employees were engaged in North Carolina's mining industry.

To meet increasing demands and, at the same time, to protect the environment, the governor called for positive action. The Interstate Mining Compact had been enacted by the 1967 General Assembly; during the two years which had elapsed since then, the state had taken significant steps both to protect the quality of the environment and to treat industry fairly. Scott cited examples of 1969 legislation designed to conserve resources and help the economy. Of particular concern was the Mining Registration Act of 1969 which called for the registration of all mining operations in the state before March 31, 1970. The act charged the North Carolina Mining Council with responsibility for preparing legislation whereby mining operations in the state would be regulated; the Mining Registration Act had resulted. It had been determined that mining operations posed no serious environmental problems not under the purview of the water and air pollution laws. Some damage was inevitable, but mine operators in North Carolina had made commendable progress in cleaning up stream pollution, restoring land after it had been mined, and taking steps to protect the environment. Excellent cooperation had been given the North Carolina Mining Council by the mining companies. The governor expressed appreciation for the fine job done by the council, observing that industry and government could work together effectively in solving problems. He closed with a reference to the work of the Division of Mineral Resources of the Department of Conservation and Development which was striving to assure the wise and prudent development of the state's mineral resources.

CONFERENCE ON JUVENILE DELINQUENCY

Raleigh, November 24, 1969

Governor Scott, after welcoming those in attendance, expressed hope that the children of North Carolina would be given an opportunity to develop to the best of their ability. The state was concerned about prevention and rehabilitation, about control and underlying causes, and about all other aspects of the problem of juvenile delinquency. The General Assembly had shown its concern by establishing the Juvenile Delinquency Advisory Council, made up of six ex officio members and six regular members who were charged with responsibility of studying new means of handling the problems posed by juvenile delinquency. After recognizing the members of the council who were in attendance, the governor reported on efforts to coordinate work of various state agencies in

the area of juvenile delinquency. Scott called on those in positions of leadership to guide, teach, discipline, and point out to children the paths of service and citizenship. In closing the governor quoted Clarence Darrow[100] who, in his final defense arguments at the famous Loeb-Leopold murder trial in Chicago, had urged the judge to consider the fate not only of the two boys involved but the future of all boys and girls. Darrow had said he was pleading for the future, for time when hatred would not control the hearts of men; by saving the lives of those boys he would be helping countless others who needed human understanding, justice with mercy, and love rather than hate. Governor Scott felt that the sentiment of Clarence Darrow was pertinent as the conferees began their deliberations.

LUNCHEON FOR CITIZENSHIP EDUCATION

Raleigh, November 25, 1969

Governor Scott welcomed as his guests at the Executive Mansion a group of business, educational, and governmental leaders who met to discuss citizenship education, including the threat of civil disorder and the need for improved law, order, and justice. Governor Scott reported on the six-year program of the North Carolina Educational Council on National Purposes, Inc. The organization had been cooperating with the Department of Public Instruction and several state-supported institutions of higher education in presenting summer institutes on constitutional democracy versus totalitarianism. The citizen education programs had enabled 450 social studies teachers to gain a better understanding of the American system of government and economics. Over 250,000 high school students in North Carolina had benefited from the work of these social studies teachers. The North Carolina Citizens Association planned to join the Educational Council in trying to provide scholarship funds for this program. Appalachian State University would again coordinate the academic planning for the institute. The governor announced that he had agreed to serve as honorary chairman of the new committee on citizenship and edu-

[100] Clarence S. Darrow (1857-1938), lawyer from Ohio; Illinois legislator, 1902; identified with many prominent cases, including Loeb and Leopold trial in Chicago, 1924, and Scopes evolution case in Dayton, Tennessee, 1925. *Who Was Who*, Vol. 1, *1897-1942*, 295.

cation, that Superintendent of Public Instruction Craig Phillips and Attorney General Robert Morgan[101] would each serve as honorary vice-chairman. He expressed pleasure that Appalachian State University, the University of North Carolina at Charlotte, the University of North Carolina at Wilmington, and East Carolina University had actively participated in providing the summer institutes for social studies teachers.

OPENING CEREMONY, KINDERGARTEN CHILDHOOD EDUCATION DEMONSTRATION CENTERS

Jeffries Grove Elementary School, Wake County,
December 1, 1969

Governor Scott spoke at the opening of state-supported public kindergartens in North Carolina—a historic occasion. The kindergarten program became reality because of a $1 million appropriation made by the 1969 General Assembly. The State Board of Education adopted a program whereby the State Department of Public Instruction was able to set up eight demonstration centers in the school districts of Alamance, Beaufort, Carteret, Gaston, Jackson, Moore, and Wake counties and Lenoir City-Caldwell County. Each center had forty children, and each group was to be taught by two trained teachers and two aides; classrooms and buildings were in readiness, and instructional material had been purchased. The program was one which would emphasize "problem-solving, creativity, decision-making, manipulative activities, self-image development, and a love for learning." Of the million dollars appropriated, one third was being spent the first year; and plans were being made for sixteen kindergarten centers during the following year. The governor called the new program a challenge, opportunity, and responsibility. Scott felt that the kindergarten program would stimulate children to learn and, ultimately, to make worthwhile contributions to society.

[101] Robert Morgan (1925-), lawyer from Lillington; B.S., East Carolina; LL.B., Wake Forest; state senator, 1955, 1959, 1963-1967, president pro tem of Senate, 1965; elected attorney general in November, 1968; reelected November, 1972. *North Carolina Manual, 1971*, 547; *News and Observer*, November 8, 1972.

MANAGEMENT TRAINING SEMINAR

Raleigh, December 2, 1969

[The need for management development in state government had been recognized for several years, and steps had been taken during the administration of Governor Dan K. Moore to provide such a program. The 1967 General Assembly appropriated $50,000, and plans for the program had been worked out by the State Personnel Board. The need for management development was reiterated by Governor Scott in the following address to top men in state government.]

I welcome the opportunity of meeting with you this morning to discuss some of the problems which we as members of the top management team in state government share in the process of fulfilling our obligations to the citizens of the state of North Carolina. It is well that we meet together like this; it would be well if we met together more often; and it would be well for us to consider ourselves more as a team in facing our responsibilities. It is clear that the communicative processes that take place in a meeting such as this can generate more thinking and better thinking about solutions to the problems we face.

You know full well that the governor of North Carolina wears many hats. I do not want to take the time today to mention all of the roles which I am called upon to play as governor. But I would like for us to concentrate our attention for a few moments on three of them which pertain to the day-to-day management of the vast and varied and sometimes unwieldy administrative structure which is our state government.

The first of these, of course, is that the governor is chief executive. As such, he has line responsibility for most of the programs of service which are provided the people of the state. Since you are administering these programs in my name, it means that between us there must exist a relationship of mutual respect and understanding and cooperation if we are to get the job done effectively. But this really is not enough. There should also be another dimension—a lateral one—of mutual respect and understanding and cooperation among yourselves so that we can function together effectively as a management team. And it is this notion of teamwork that I would like to foster and promote to the fullest extent. I want to return to it as it relates to my role as chief executive in a moment; but first, let me mention the other management hats that I wear.

According to the Executive Budget Act, the governor is chief budget officer of the state. As such I am charged by law with the responsibility for seeing that every dollar of revenue the state receives from taxes, fees, grants, or other sources is expended economically, efficiently, and effectively. Not only am I chief budget officer; I am also, according to the State Personnel Act, the chief personnel officer; and in this capacity I am responsible for seeing that the manpower resources available to state government are utilized as economically, efficiently, and effectively as possible. So, as governor, I am chief executive, chief budget officer, and chief personnel officer. And each of you in turn in your respective agencies is the director, the budget officer, and the personnel officer, and no matter how competent your staff of experts may be in assisting you in these areas, you cannot delegate the entire responsibility for personnel, budget, and general management. It is fitting and proper that you should not.

I would like to mention some things which are going on now in state government that are relevant to us as a management team and also to us as individual executives, budget officers, and personnel officers. First of all there is the matter of salaries for state employees. All of you know full well the actions taken by the General Assembly which provided an average increase of 10 percent on a sliding scale. The amount was effective July 1, 1969, and another 2 percent increase will be added on July 1, 1970. I want you to know that salary studies are a continuing operation.

Another development which deserves our consideration is the reorganization of state government. I have appointed Senator John Henley of Cumberland County to head the reorganization study, which was authorized by the General Assembly. The purposes of this study tie in with our responsibilities for management, namely, economy, efficiency, and effectiveness of operations. As a team, we can contribute much to the success of this study.

Finally this morning I want us to spend some time on the topic which cements everything we have been talking about, and that is management development. As you know, the State's Management Development Program was begun two years ago when the General Assembly included in the Personnel Department's budget an appropriation to inaugurate such a program. It was begun with an invitation to seven agencies to participate as a pilot group, and the heads of these agencies were asked to sit together as a Management Development Review Committee or steering committee to give direction and support to the new program. These agencies

are represented here today: Administration, Conservation and Development, Correction, Highways, Mental Health, Public Health, and Revenue.

The first phase of the Management Development Program to be put into effect dealt with line supervisors of professional personnel and middle management in state government. So far, eight week-long seminars for this level of management have been held at UNC in Asheville, the Institute of Government in Chapel Hill, and East Carolina University. This week another such seminar is going on at the Institute of Government, with still another to follow next week at UNC in Asheville. By that time, over 400 supervisory and managerial employees from these seven pilot agencies will have had this one week of training which emphasizes such ideas as instructional skills, work standards, performance evaluation, employee-supervisory relationships, motivation, delegation, communication, and other skills which a supervisor needs to deal effectively with his employees. I think you heads will confirm what I have heard and what the Personnel Department reports, namely, that the reaction of the people who have attended one of these seminars has been almost universally enthusiastic and that they have returned to their work feeling that they are better equipped to deal more effectively with their people, their growth and development, and to utilize them more productively. Now, our progress so far is significant, but we still have a lot of work to do before we can honestly say that the state government of North Carolina has a comprehensive Management Development Program. We need to get on with the job of implementing the other phases of this program.

First of all, we need to put the Management Development Review Committee back to work; and when we put it back to work, we need to have it as an expanded group to include you other gentlemen from Agriculture, Archives and History, the State Library, Justice, Local Affairs, Motor Vehicles, Public Instruction, and Social Services. With your commitment to the program as participating members of the steering committee, I shall look to you for plans for involving the top administrators of your agencies in management development. For their role is to establish and maintain the proper climate in state government in which middle managers and line supervisors may encourage the motivation and growth and development of their people. We need to continue the training of our line supervisors with more seminars similar to those which have already been held. The total of 400

participants which we will reach next week represents but a drop in the bucket when compared with the total number of such personnel in all of state government. This phase of the program must be continued. Then we need to do some work on the young professional, only a year or so out of college, who shows potential for promotion to a supervisory or managerial slot.

It is a truism often repeated in management development circles that we are typically trained and educated for a particular trade or vocation or profession. If we succeed, then we are promoted to become a supervisor. While we are competent to do the work itself, no one has ever given us any training in the supervisory skills which we need to get the job done effectively through other people. Now this business of the selection and placement of supervisors and managers has too often been a haphazard business and it behooves us in this era of rapid change, increasing costs, and manpower shortages to do all we can to identify managerial potential and encourage and accelerate its growth and development.

Finally, I shall be looking to the members of the Management Development Review Committee to encourage the development of more competent staff services within their respective agencies to serve and to support management activities. We need to do a better job of utilizing those resources already available in our own agencies. Those line managers who may be well versed in particular topics should be called on to conduct training sessions and workshops, to counsel with other employees, to encourage on-the-job training, to assist employees in seeking out and utilizing the most appropriate off-the-job training and education facilities which may enhance their particular skills. These kinds of activities need to be augmented and multiplied throughout state government. In other words, the training and development and motivation of our managerial people should be infectious, and we should find that they are demanding more of us in top management to provide training and development activities for their subordinates. This is what we need, and this is what we should encourage.

I expect to contribute all I can in terms of personal involvement and commitment to management development and, on the other hand, I expect a lot from it and from you. First of all, I expect the Management Development Review Committee to be the nucleus of the top management team which will draw us more closely together and will enable us to communicate more easily and better coordinate our varied activities. Second, I think we have a right—through better training and development, through motivation,

through more effective delegation—to expect higher competence and productivity from all our employees so as to justify the higher salaries which we must pay if we are to attract and retain the kind of people we want to work in state government. And, finally, with more competent, better trained and self-confident people, we will be better able to cope with the inherent risks of reorganization and to accomplish it with a minimum loss of morale and productivity. These are all the pieces of the management picture; planning, budgeting, organizing and staffing, and undergirding them all is management development.

ANNOUNCEMENT OF DRIVER EVALUATION, RESEARCH, AND EDUCATION CENTER

Raleigh, December 4, 1969

Governor Scott announced formation of a unique organization to be called the Center for Driver Evaluation, Research, and Education. He expressed hope that it would offer findings which would support the belief that there was a correlation between the multiple-accident, multiple-violation driver and his medical and behavioral background. The new center would conduct a professional study which would be developed primarily by Duke University with the cooperation of the University of North Carolina at Chapel Hill, North Carolina State University, the Bowman Gray School of Medicine, the Medical Society of the State of North Carolina, Independent Insurance Agents of North Carolina, and various state agencies which had responsibility for traffic safety and driver licensing. An effort would be made to find out why many of the same drivers continued to be involved in accidents. Appalling statistics were recalled: more than 50,000 persons killed and 2 million injured each year and economic loss of $10 billion annually. The Center for Driver Evaluation, Research, and Education would be located on 100 acres of land in the Research Triangle Park.

Governor Scott said diagnostic and evaluation procedures would be conducted in the context of the individual driver's social environment; factors to be considered included age, sex, marital status, educational background, etc. Equally important were diseases and the way in which various physical impairments af-

fected a driver's ability. There was hope that standards of driver proficiency could be established and that from those standards, courses could be designed to help each handicapped or restricted driver obtain high efficiency levels.

The accumulated knowledge obtained through the research would lead, Governor Scott thought, to recognition of potential problem drivers. The medical profession, because of its concern over the epidemic of highway deaths, had set up an advisory committee to work with the Highway Patrol and the Driver License Division of the Department of Motor Vehicles. This North Carolina Driver Research Committee, thanks to a grant from the Independent Insurance Agents of North Carolina, had made a detailed study of traffic accidents. Its report revealed a problem the solution to which demanded concerted effort of medical, behavioral, physical, and social scientists as well as legal and legislative experts. Discussions conducted with representatives of the medical schools led to the proposal that Duke University plan and operate the proposed center.

North Carolina's assets placed the Tar Heel State in an advantageous position in studying the major health problem of traffic accidents. The State Department of Motor Vehicles, one of the most efficient and aggressive in the nation, would contribute technical assistance and trained manpower; computerized driver records of 3 million drivers would be available; the Highway Safety Research Center in Chapel Hill would offer its services; North Carolina already provided for reexamination of drivers; a medical advisory program, which provided experienced medical advisers and data needed for the beginning of the study, was available; North Carolina was one of three states with compulsory automobile liability insurance laws, and assigned risk records would provide important data. These assets would be strengthened by the creation of the proposed center in the Research Triangle Park. Steps would be taken to unite the center's work with civic activities in the several communities of the state.

In concluding Governor Scott pledged the full support of his administration to the goals of the new Center for Driver Evaluation, Research, and Education. He expressed confidence that all North Carolinians would join him in the hope that the center would help solve the tragedy of highway deaths.

CONFERENCE OF TRUSTEES ON "TRUSTEE RESPONSIBILITY FOR A CAMPUS IN CRISIS"

Chapel Hill, December 10, 1969

In his opening remarks the governor noted that most people, when they thought of a campus in crisis, thought of the militant on the campus. He observed that the campus crisis was deeper than that, that it was part of the larger ferment which affected all higher education. Causes were several: the great increase in demands upon the universities, the explosion in college population, and the changing pattern of manpower needs whereby a large percentage of jobs required training beyond the high school. Scott said higher education was in a challenging and formative period.

The governor expressed the belief that trustees, having more influence than they realized, could be creative forces in education. Their job was to help guide the development of the institution in the right direction—an awesome task. Governor Scott commented on the immediate problems of the university, such as budgetary matters. He asked trustees to consider several questions: What was the quality of the educational experience? Were students growing fully as human beings? Were they being stimulated?

He called on trustees to find ways of maintaining a sense of community on each campus, asking them to consider whether or not the teaching methods and course offerings were sufficiently flexible and responsive to current needs. He noted that the curriculum, if kept alive, had to be constantly reexamined and subjected to an "infusion of imagination." Those entrusted to advise the administration needed to know the subjects in which degrees were offered, the strength of the faculty and the library and physical facilities in each field, the student enrollment, etc. Scott cautioned trustees not to undermine the authority of the president, to whom they had delegated the operation of the institution. It was up to them to set broad policies, to know a great deal about the institution, to help guide its development.

Governor Scott reminded the trustees that there were other colleges and universities in the state, not only the one in Chapel Hill. No particular institution was called upon to do everything, but each school should do well those things which it undertook to do. The trustees had been deputized to oversee one segment of the educational system of North Carolina; it was their responsibility to help taxpayers get the best possible education for their young

people, and this task could not be done without looking beyond the campus. Scott further called on trustees to consider the administration, alumni, faculty, and students as allies, suggesting that they would find among the faculty, and particularly among the students, some of their staunchest supporters. The state needed trustees who would work with the administration, faculty, and students "to produce an institution of such intellectual excitement and with such a sense of momentum that a crisis is unlikely to arise." The governor concluded by telling the trustees that theirs was a staggering task but was one which would bring much satisfaction. The job, he said, was "to catch the vision of the excellent."

PRESENTATION OF THE PORTRAIT OF DAN K. MOORE

Raleigh, December 12, 1969

[In 1955 the General Assembly of North Carolina provided that an official portrait should be painted of each governor during his administration. (*Session Laws, 1955*, c. 1248.) The portrait of former Governor Moore was officially presented in ceremonies held in the hall of the House of Representatives in the State Capitol, with Associate Justice Joseph Branch of the North Carolina Supreme Court presiding. The invocation was given by Moore's pastor, Dr. T. Marvin Vick of the Edenton Street Methodist Church in Raleigh. An address was given by Edward L. Rankin, Jr., a man who had worked closely with Moore, Luther H. Hodges, and William B. Umstead. Following the formal presentation by State Treasurer Edwin Gill, the portrait was unveiled by grandchildren of Moore, Jeannelle Moore Hamilton and Edgar Blanton Hamilton, Jr. The portrait was then accepted by Governor Scott. The ceremony closed with recognition of members of the Moore family in attendance and with a benediction by the Reverend B. Daniel Sapp, rector of Christ Episcopal Church in Raleigh.]

Governor and Mrs. Moore and members of your family, Justice Branch,[102] Dr. Vick,[103] Mr. Rankin,[104] Mr. Gill, and fellow North Carolinians:

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[102] Joseph Branch (1915-), lawyer and judge from Enfield; LL.B., Wake Forest; World War II veteran; state representative, 1947-1953; legislative counsel, Moore, 1965; associate justice of supreme court since July, 1966. *North Carolina Manual, 1971*, 609-610.

[103] Thomas Marvin Vick, Jr. (1916-), Methodist minister, native of Texas; A.B., Southern Methodist; B.D., Duke; pastor, Edenton Street Methodist Church, Raleigh, since 1962. Editors of *Who's Who in America* and the A. N. Marquis Company, Inc. (compilers), *Who's Who in the Methodist Church* (Nashville and New York: Abingdon Press, 1966), 1354.

[104] Edward Lee Rankin, Jr. (1919-), from Raleigh; A.B., University of North Carolina, Chapel Hill; World War II veteran; press secretary to Sena-

Of all of the ceremonial responsibilities I have had thus far as governor, none has been any more pleasurable or delightful as this one today. This is because it is my honor, on behalf of the more than 5 million residents of North Carolina, to accept the portrait of a great statesman who has contributed substantially to the total development of our state.

The 1955 General Assembly enacted a law which requires the director of our Department of Archives and History to select an artist to paint an official portrait of each governor during his term of office. During Governor Moore's term, the late, beloved Dr. Christopher Crittenden, and an advisory committee headed by Mr. Gill, selected Mr. Paul Trebilcock[105] of New York City as the artist to paint this portrait. I think you will agree with me that they selected well.

Governor Moore—we still find it difficult to call you Justice Moore—this occasion of accepting your handsome portrait, which will occupy the place of honor in the entrance hall of the Executive Mansion, gives me another opportunity to express my gratitude, and the gratitude of all North Carolinians, for your outstanding service to our state.

Mr. Rankin has described your service, your long record of contributions to North Carolina, so well that I can only say, "Amen and thank you." But I want to express publicly, before this gathering of your family and friends, my own personal respect and admiration for you and my appreciation for your willingness to continue serving North Carolina as an associate justice of our state supreme court. And I also want all of the people of North Carolina to know how gracious you and Mrs. Moore have been to my family and to me. The transition from your administration to mine was probably smoother than any other gubernatorial transi-

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tor William B. Umstead; private secretary to Governors Umstead and Luther H. Hodges; director, Department of Administration, Moore administration until resignation in 1967 to become executive vice-president and secretary of the North Carolina Citizens Association; resigned to become vice-president for public affairs at Cannon Mills, effective January 1, 1972. *North Carolina, Manual 1967*, 494-495, news release of Governor Dan K. Moore, September 16, 1967; "Ed Rankin: People, places & events," *We the People of North Carolina*, XXIX (December, 1971), 37; "Meet Ivie Lawrence Clayton: NCCA's New Executive Head, " *We the People of North Carolina*, XXIX (December, 1971), 19-20, hereinafter cited as "Meet Ivie Lawrence Clayton."

[105] Paul Trebilcock (1902-), portrait artist from Chicago; educated, University of Illinois, Art Institute of Chicago, and in Europe; work widely displayed in United States and in London. Dorothy B. Gilbert (ed.), *Who's Who in American Art* (New York and London: R. R. Bowker & Co., 1970), 434.

tion in the history of our state. Your kindness, understanding, and assistance made this possible. And so, Governor Moore, because of your leadership as governor and your continued service to North Carolina, it is with pride that I officially accept your portrait.

DEDICATION OF CAPITOL SQUARE OFFICE OF NCNB

Raleigh, December 16, 1969

The structure being dedicated was the oldest brick building standing in Raleigh. Over 165 years old, it was a structure which had once housed a bank, had once stood empty, had once served as a church rectory and later as a Sunday school classroom, and then for the second time had stood empty. North Carolina National Bank had taken title to the building, moved and reconstructed it, refurnished it, spent a quarter of a million dollars, and opened it again as an operating bank. Why? Because North Carolina National Bank's management was an enlightened one, a corporate management which saw a need and took steps to fill that need.

The old Christ Church Rectory—or the new Capitol Square office of North Carolina National Bank—was not the only old building in North Carolina worth preserving; the governor cited the State Capitol, dying from age and neglect, which needed to be saved for North Carolina and North Carolinians. He hoped the rededication of the Capitol Square office of North Carolina National Bank would serve as an impetus for renewed efforts on the part of all those interested in preservation projects. He praised the contributions of the bank's president, Addison Reese,[106] who had purchased paintings for the North Carolina Museum of Art, who had built and presented to the city the mall on Fayetteville Street in Raleigh, and who had provided works of art for display elsewhere in North Carolina.

[106] Addison Reese (1908-), banker from Charlotte, native of Maryland; educated, Johns Hopkins; World War II veteran; president of North Carolina National Bank since July 1, 1960, when it was formed as a result of a merger which included the American Trust Company, of which he was president. News release of Dan K. Moore, June 30, 1965.

PROGRAM ON ARCHITECTURAL BARRIERS

Raleigh, December 19, 1969

Governor Scott began by expressing appreciation to Raleigh's Mayor Seby Jones[107] and the Mayor's Committee on Employment of the Handicapped for serving as hosts for the occasion. Mayor Jones had been paralyzed and in a wheelchair for more than six months at one period of his life; the governor expressed his respect and admiration for the spirit and determination of the man. The governor also thanked Representative Howard Twiggs[108] for his successful effort in encouraging the Building Code Council to adopt architectural standards which would make newly constructed buildings accessible to the handicapped.

Little thought had been given to building cars or structures or restrooms or ramps or other facilities which would ease the lives of handicapped individuals. It was estimated that in the United States there were more than 200,000 people with artificial limbs, 300,000 with heavy leg braces, 350,000 confined to wheelchairs, 500,000 who were blind, 6 million with heart impairments, and 20 million over sixty-five years of age who were not as active as they once had been, making a total of more than 27 million—more than one out of every eight persons in the country—with a handicap of one kind or another. These figures did not include those who were temporarily disabled. The governor noted that handicapped people needed a place to work; they also needed a place to work with a minimum of trouble. Features such as handrails, ramp entrances, steps with rounded edges, doors which opened automatically, raised letters and numbers and elevators for the benefit of the blind, lighted danger signals to warn the deaf, open booths with low-placed telephones, wide stalls with grab rails in restrooms, and nonslip flooring were a few of the essential features for the handicapped. These improvements would also add to the safety of the able bodied.

[107] Seby Brown Jones (1916-), businessman from Raleigh, native of Franklin County; educated, public schools of Franklin County; partner, Davidson and Jones, contractors; Raleigh city councilman, 1967-1969, mayor, 1969-1971. Paul A. Theis and Edmund L. Henshaw, Jr. (eds.), *Who's Who in American Politics, 1969-1970* (New York and London: R. R. Bowker Co., Second Edition, 1969), 594; *News and Observer*, July 1, 2, 1971.

[108] Howard Fabing Twiggs (1932-), lawyer from Raleigh, native of Ohio; B.S., LL.B., Wake Forest; member, House of Representatives, 1967-1973. *North Carolina Manual, 1971*, 743-744; *1973 General Assembly Roster.*

In noting that too many disabled persons with intellectual potential were denied higher education because there were so few institutions with facilities adequate for their needs, the speaker called attention to St. Andrews Presbyterian College in Laurinburg, the only four-year institution that was architecturally barrier free. Barrier-free architecture permitted the disabled to attend school, work, worship, and live independent lives. The governor quoted the American Institute of Architects as estimating that in the United States, between 1969 and the year 2000, more buildings would be constructed than had been built in the years since Columbus discovered America. He called on citizens to commit themselves to making schools, libraries, hospitals, theaters, stadiums, and other public facilities accessible for all.

1969 REPORT TO THE PEOPLE

Raleigh, December 29, 1969

[Governor Scott presented his "report to the people" in three parts, December 29, 30, and 31, 1969. The reports were presented in the conference room of the Administration Building, beginning each day at 9:00 A.M. and concluding at noon. Following the initial discussion each morning, given by Scott, various department heads were called on for their accounts of the year's work. The three days of reports were televised live over the statewide network of the University of North Carolina educational television. On the first day, at the conclusion of his review of various accomplishments of 1969, the governor called for reports from the commissioner of revenue and the director of the Department of Administration.]

In my inaugural address last January 3, I said that North Carolina would move ahead and that a primary goal of my administration would be to make state government and the services it renders more responsive to the needs and aspirations of our citizens. I said then, and I still believe, that North Carolina's strength is in its people; and I am dedicated to their advancement. This continues to be the goal of my administration. And so, as my first year in office draws to a close, I think it is time to report to the people I serve, to sum up the accomplishments of 1969.

How do you measure a year? How do you measure progress on the part of government? You measure a year, and you measure progress, I think, in terms of what the state has done in an area that involves you and your family. If you are one of the 600,000 people in this state who live on a dirt road, you want to know why it isn't paved. If you have a loved one in a state-maintained institution, you want to know exactly what kind of day-to-day care

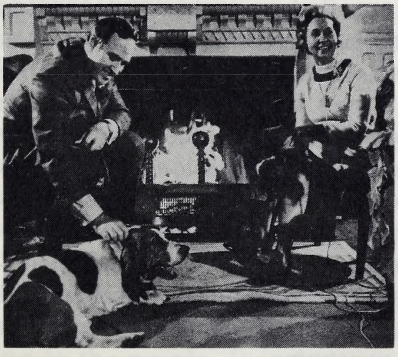
and attention your loved one is receiving. If you lack a high school education and want to improve yourself and your ability to earn more money, you want to know how a community college or technical institute can help you.

Today, tomorrow, and Wednesday, you will hear reports from twenty-nine department heads in the executive branch of state government. These reports will tell what their departments have accomplished for you this year. Let me say that I am most grateful to these dedicated men for the fine work they are doing. Their leadership gives meaning to good government in our state.

During these reports, you will hear that employment in North Carolina reached a record high of more than 2.2 million workers during 1969. These workers earned an average wage of between $105 and $106 a week, well above last year's average weekly wage of $100.09.

You will hear that industry in 1969 committed more than $600 million in North Carolina for new and expanded industrial facilities. This investment is expected to create more than 30,000 new jobs for our citizens and to add more than $140 million to our payrolls.

You will hear about how some highway maintenance work was bogged down in Charlotte because of a labor shortage, until Highway Commissioner Charles Maxwell[109] and Correction Commis-





Governor Scott had little time to call his own during his first year in office, but at Christmas he and Mrs. Scott were photographed in the mansion as they admired the decorations and as they sat before an open fire with their dog Duke (UPI photographs).

[109] Charles Kimble Maxwell (1923-), real estate developer from Huntersville; educated, Davidson; World War II veteran; state senator, 1967, 1969. *North Carolina Manual, 1969*, 594.

sioner Lee Bounds[110] worked out a plan to use work release prisoners. Now, the maintenance is being done.

You will also hear about the substantial reduction in our highway death toll. When 1969 ends at midnight Wednesday, we expect the year-end traffic toll to be about 100 deaths below the 1968 toll. This will be the first time in over a decade that North Carolina has had a numerical reduction in traffic fatalities from one year to the next. The reduction is more dramatic if you consider that we have 170,000 more registered vehicles and 127,000 more licensed drivers than we had a year ago. Consider also that our cars and trucks drove 30 billion miles over our roads this year, 2 billion miles more than in 1968.

What other progress has been made during the past year? What else has been done for you, the people?

Let's look first at education. More than 50 cents of each General Fund dollar goes for the public school education of more than 1 million of our young people. This is money well spent because it goes toward the betterment of our most previous resource, our children. This year was the beginning of North Carolina's first tax-supported kindergartens. It is only a start, but under this program our five-year-old children, in the future, will enter classes that, it is hoped, will make them hungry to learn, to achieve, and ultimately, after all of their schooling is completed, enable them to make worthwhile contributions to society. Under this first-phase program, 320 children are enrolled in eight kindergarten centers, from Beaufort and Carteret counties in the east to Jackson County in the west. Next September, we hope to have 640 children enrolled in sixteen kindergartens across the state. In addition to providing funds for the kindergartens, the 1969 General Assembly provided funds for the public, day-school education of hearing-impaired children, including those of preschool age. Free transportation was provided, for the first time, to many special education pupils who require it. We now have over 2,500 teachers instructing over 60,000 pupils in eleven different programs of special education. All but two of the city and county school districts in the state have one or more of these programs.

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[110] Vernon Leland Bounds (1918-), educated, Universities of California, Virginia; LL.B., University of Virginia; World War II veteran; law teacher; professor of public law and government, Institute of Government, 1952-1965; director, University of North Carolina Training Center on Delinquency and Youth Crime, 1962-1965; became state commissioner of correction, 1965. *North Carolina Manual, 1969*, 523-524; news release of Governor Dan K. Moore, October 3, 1965.

Shortly after New Year's day, another pilot program in education, occupational exploration in the middle grades, will begin in twenty-one school districts across our state. This program will be an opportunity for students in as early as the sixth grade to begin exploring the world of work so that they can begin to relate their interests and aptitudes to future educational and vocational opportunities. This program is aimed directly at reaching the potential dropouts, the thirty-six or so students out of every 100 in our state who never finish high school. We need to do a better job of training and preparing all of our young people. This program is a good, first step in that direction. It should pay tremendous dividends in the years to come when well-trained young men and women use their talents to build a better life for themselves and their families.

Perhaps the biggest item in education during this 1969-1971 biennium is the pay increases for our teachers. These pay raises should help provide us with more teachers and better teachers. They also should help stop the "brain drain" of our best teaching talent to neighboring states, which, in recent years, have been offering salaries far more attractive than ours.

Approximately 20 cents of each General Fund dollar goes for higher education, for our sixteen senior institutions, sixteen community colleges and thirty-eight technical institutes. Enrolled in these seventy institutions are more than 132,000 students who will soon be out in the world, working and leading us on toward the year 2000, just thirty years from now, when our state is expected to have more than 7 million people.

What is happening in the area of higher education? Four additional technical institutes are being established, as a result of legislative approval, in Henderson, Johnston, Person, and Vance counties. The technical institutes in Caldwell, Onslow, and Pitt counties were approved for conversion to community colleges. We now have sixteen community colleges and thirty-eight technical institutes, which are in operation or have been approved. They are within commuting distance of 95 to 97 percent of the more than 5 million people of North Carolina. This fine training program is going to the people. It is for them. It is their golden opportunity for meaningful and rewarding employment in the future.

Several state agencies are providing financial and technical assistance to the North Carolina Manpower Development Corporation in its effort to implement a one-year demonstration program at Lenoir County Community College. The purpose of this program is to train up to 100 disadvantaged persons, find jobs for them,

and provide on-the-job supervision. It is hoped that this program can eventually be part of the curriculum in each community college.

We want to help those who want to help themselves. We have an "untapped" resource in the abilities of our people; and we hope that this help, this manpower program, and other similar efforts, will result in a sharp increase in our trained workers. This, in turn, will move us rapidly toward the goal of making a substantial increase in our annual per capita income. Our 1968 per capita income was $2,664—$213 above the 1967 figure. But it was $757 below the national average of $3,421. Only nine states rank below us in per capita income. If we have taken a step in the past, we must run in the future.

A total of $76.7 million was authorized for the construction of new facilities at our sixteen senior institutions of higher education during this biennium. Of this amount, $40.9 million will come from state sources, and $35.8 million will come from nonstate sources.

Closely allied to education is the area of health, which receives nearly 10 cents out of every General Fund dollar. What progress is being made in this important area?

The state is, for the first time, providing financial assistance to Duke and Bowman Gray schools of medicine. This assistance amounts to $2,500 for each student enrolled from North Carolina. The state is providing financial assistance, also for the first time, to accredited nursing schools in the amount of $200 per student. Funds have been provided to the School of Medicine at the University in Chapel Hill to expand its operations, to increase its output of physicians, and to establish a Department of Family Medicine. East Carolina University is planning and developing a two-year curriculum for a school of medicine, with funds provided by the last legislature. East Carolina is also making improvements in its School of Allied Health Professions.

Construction began a few weeks ago on a hospital at Central Prison here in Raleigh. Eventually it will house all programs for mental health care of prisoners.

A Center for Alcoholic Studies is being established at the University in Chapel Hill. This will be the first facility of its kind in the Southeast, thanks to our farsighted and concerned legislators. A new alcoholic rehabilitation program is to be established here at Dorothea Dix Hospital to serve the South Central Mental Health Region.

The legislature provided $2.5 million for the state to match local

funds in establishing eleven more comprehensive community health centers. Thirteen such centers were established during the 1967-1969 biennium.

Medicaid begins Thursday, New Year's day. This program will provide about $70 million worth of health services a year to approximately 350,000 persons, persons who are on public assistance or are classified as medically indigent. Among these are many of our very deserving senior citizens.

Early in 1970, probably about the first of February, our State Health Department will go into disadvantaged homes across the state to gather as much information as possible about hunger, malnutrition, dietary habits, knowledge of nutrition, and educational and income levels among our needy families. The conclusions and recommendations of this survey will be made to me, it is hoped, by early spring. North Carolina is the only state in the nation that is conducting such a survey with its own resources.

In one area of mental health, we are building a 48-bed infants' treatment center at the Western Carolina Center in Morganton. This center will serve children from birth to about age five or six. This early attention will reduce the need for lengthy, inpatient care in later life. This is a new program, and we hope it will return some retarded and handicapped children to their homes, where they can enjoy a more normal life.

Now, let's talk about roads. Contracts are being let, and rights-of-way are being secured, as part of the most ambitious and sustained highway building program in our state's history. Come spring and good weather, you will see a whole lot of grading, and a whole lot of paving, in every nook and cranny of the state, from Currituck to Cherokee. This vast improvement in our highway system will help our badly congested urban areas. It should encourage industries to look with more favor on locating in our economically deprived areas, areas with too many empty houses and empty fields. Better roads in these areas will permit new and existing industries to transport more quickly their raw products in and their finished products out to our expanding ports and our large markets.

More than 2,000 bridges in our state have been judged substandard. Many are not considered safe for a loaded school bus to cross. In some places, the children get out of the bus, follow it across on foot, and then get back in the bus on the other side of the bridge. A few months ago, I authorized more than $2 million in highway funds to replace twenty-three of the worst of these bridges.

The hiring of fifty additional highway patrolmen was authorized, bringing our patrol strength up to 927 men. People all across our state recognize that we have a number-one patrol, number one in ability and in training, and, most importantly, number one in handling difficult and trying situations.

Funds were appropriated to establish a statewide Police Information Network that will provide a central pool of information vital to effective law enforcement.

Funds for the State Bureau of Investigation were more than doubled by the 1969 General Assembly. On June 31 the SBI had sixty employees; today it has 115. District SBI offices were opened in Asheville, Charlotte, Greensboro, and Greenville in recent months.

The Implied Consent Law was enacted to help get the drunken driver off the highway. This appears to be paying off. During the first ten months of the year, 20,965 drivers lost their licenses on drunken driving convictions. This is 30 percent above the 16,150 revocations during the first ten months of 1968.

The General Assembly provided substantial tax relief to single persons and widows who maintain their own households. Their exemption was raised from $1,000 to $2,000. I am proud of this because it removes a long-standing inequity in our tax laws.

A Consumer Protection Division was set up in the attorney general's office in 1969. It is benefiting all of us, because we are all consumers. No longer can it be said that North Carolina is a haven for the unscrupulous, fly-by-night, get-rich-quick operator.

Eleven study commissions, ranging from a study of automobile insurance rates to a study of the needs of our state's emotionally disturbed children, were created by the last legislature. The findings of these commissions will be reported to the 1971 General Assembly for consideration and action.

In addition, the legislature directed me, as governor, to undertake a comprehensive study of our state's health agencies and health services. Good health is basic for all our people, and this study could be one of the most important and far-reaching of my administration.

Tobacco remains our leading money crop, and I was pleased this year that the 700 million pounds of flue-cured tobacco our farmers grew sold for an estimated $500 million, for a record high average price of $72 per hundred pounds. These figures are substantially higher than the corresponding ones for 1968, when 656 million

pounds sold for $433 million, for an average price of $66.45 per hundred pounds.

Today, North Carolina is clearly putting more emphasis than ever before on the preservation of our environment, on the conservation and wise use of our resources. The General Assembly initiated a program and authorized funds for purchasing marshlands so that we can preserve our priceless marine environment.

This year, the North Carolina Marine Science Council was established with nearly $2 million as seed money to match federal funds from the Sea Grant program and the Coastal Plains Regional Commission. This council will help relate research, and educational and regulatory functions to the practical needs of our marine potential. Already, laboratories that could combine both food science and marine life research are being considered.

North Carolina currently ranks fourth in the nation in the number of small watershed projects we have under construction. We have twenty-eight such projects. Nine projects have already been completed.

During the year we increased the work potential of our State Soil and Water Conservation Committee.

We are adding two new state parks to our system and are developing three existing parks.

North Carolina ranks tenth in the nation in exports. With two new port berths under construction in Wilmington, and expansion planned for Morehead City's port facilities, we expect an even brighter export picture in the future.

Two additional welcome centers for tourists are to be built—it is hoped by the middle of 1970—on Interstate 40 in Haywood County and on I-85 in Cleveland County. Completion of these will thus double the fine promotion work of our Variety Vacationland that is going on at our welcome centers on I-85 in Warren County and on I-95 in Northampton County.

Incidentally, last summer about 100 camping and recreational facilities across the state served more than 2,000 of our mentally retarded children, thus bringing bright rays of sunshine into their dark worlds. In 1968 we had only forty-four such facilities which served about 1,000 children.

Briefly, but of importance, is the fact that during 1969 the Samuel Leonard School at McCain met all of the requirements for accreditation by the Southern Association of Schools and Colleges. This is the first juvenile correction school in the nation to be

accredited. Our other training schools are moving rapidly toward meeting the requirements for accreditation.

Our Council on Aging's nineteen projects provided direct services this year to over 43,000 senior citizens, an increase of 184 percent over 1968.

The last legislature substantially increased the amount of state financial aid to public libraries. It provided funds to aid in the development of local airports.

During the year, our Department of Archives and History moved most of its activities into its new building.

Our state has the first permanent art gallery for the blind in the world. This gallery was expanded during 1969, providing both the blind and the sighted greater access to sculpture and other works of art that can be appreciated through the sense of touch.

During my campaign, I stressed the need for a Department of Local Affairs in state government. The General Assembly responded to this need, and last summer our new Department of Local Affairs became a reality. This department now has a permanent home, and it is off to a running start helping cities and towns and counties of all sizes. This department is one of the few of its kind in the country. It should prove particularly beneficial in our transition from a rural-oriented state to an urban-oriented one. And it should help us get our fair share of federal tax dollars. Four cities, Asheville, Charlotte, High Point, and Winston-Salem, have received Model Cities grants from the U.S. Department of Housing and Urban Development. And our Department of Local Affairs has received a HUD grant enabling it to provide technical assistance and advice to these four cities.

Another significant step during the past year was that our State Planning Task Force became a permanent division in our Department of Administration. In this time of more and more people being born to live on the same amount of land and to use ever diminishing resources, long-range planning deserves top priority.

Last July first, our state employees received a 10 percent pay raise on a graduated scale from 13.9 percent down to 7.5 percent. Next July 1, they will get a 2 percent across-the-board increase.

Who are these state employees? Among them is the attendant who ministers to the needs of our loved ones hospitalized in state-maintained institutions, the man with the Highway Department who scrapes the snow and ice off our roads, the engineer who designs safe bridges for us to drive over, the man who inspects the

gasoline for your car, or the man who inspects the fried chicken you eat, or the mechanic who keeps your child's school bus running.

State employees listen to your demands, examine your problems and needs, and respond by helping you in countless ways. State employees are people hired by you and working for you. They constitute your state government, doing for you what you cannot do as an individual.

State government is large. It is complex. But it is not so complex that the voices of our people go unheard or that their needs go unmet. We must never allow it to get that complex. What I have related to you today is a part, and only a part, of the substantial, continuing services on the part of state employees for you, the people.

These services would not be possible without the people, their backing and their support. You will recall that I presented a tax package to the last legislature.

Between 1961 and 1969, no session of the General Assembly imposed a statewide tax increase. During these eight years, while our tax levies remained constant, all of the legislatures of the other forty-nine states, except one, Alaska, imposed at least one tax increase. Forty-five of the other states imposed two or more major tax increases.

In the end, the 1969 General Assembly provided tax relief in some areas. Taxes on some items were increased, and two new taxes were imposed. Without the additional revenue from these tax increases, few of the progressive programs I have mentioned would be possible. The credit for these programs is not due to those legislators who merely voted to appropriate funds to implement them. Nearly all of the legislators voted for the appropriations.

The real credit is due to those legislators who voted for the tax increases, because state law requires us to operate on a balanced budget. You don't get something for nothing. You have to pay for what you get. It is just that simple.

The year 1969 has been a good one for North Carolina, but we must strive to make 1970 an even better year. I look back and view the first year of my administration without apology, but with a feeling of accomplishment and progress.

This is no longer the age of the washboard or the steam locomotive. It is the age of the computer, of landing on the moon. To stand still is to stagnate. But North Carolina is not standing still. And it is not stagnating. We are gathering momentum and mov-

ing forward. We are ready and eager for the new year and the new decade with all their challenges and opportunities. We face the challenging future, not with misgivings, or fear, or apprehension, but with optimism and confidence.

REPORT ON EFFICIENCY IN STATE GOVERNMENT

Raleigh, December 30, 1969

[The second day of his report to the people was devoted by the governor to a discussion of efficiency and the need for reorganization in state government. At the conclusion of his remarks, Scott called for reports from fourteen departments of government: Highways, Motor Vehicles, Mental Health, Health, Personnel, Higher Education, Ports, Industrial Commission, ABC Board, Veterans Affairs, Civil Defense, Water and Air Resources, Utilities Commission, and Correction.]

Good morning. This is the second in a series of three reports to you, the people I serve.

Today I would like to discuss a matter that concerns those of us who administer our state's many services, a matter that also should be of concern to all our citizens who want and expect our state government to operate as efficiently and economically as possible. This matter is the proposed reorganization of our state government.

Our state government is a big business. Just the buildings alone owned by the state of North Carolina are valued at more than $708 million. The cost of operating state government this fiscal year is expected to be just under $1.8 billion. This includes a payroll of $800 million for 126,000 employees.

State government also is big business in terms of the many services it provides. Of each General Fund dollar, only 7 cents goes to operate state government here in Raleigh and the many branches of government throughout the state. This is, you might say, our overhead expense. All the rest, 93 cents out of each General Fund dollar, goes back to the people in the counties, cities, towns, and townships in one form or another. These funds go for public health, law enforcement and correction, agriculture, public welfare, technical institutes, universities, community colleges, and, of course, for the public schools which deal with the destiny of more than 1 million children. Yes, state government is a big business.

It is a business that has grown by leaps and bounds in recent

years, just as our population, our school enrollments, our industries, and our cities have grown rapidly. To keep abreast of all this growth, agency after agency has been added to state government. For example, when my father left office in January, 1953, there were about 170 state agencies, boards, and commissions. In the almost seventeen years since then, 144 have been added, giving us a total of 317. Each of these 317 agencies, boards, and commissions is a separate item in our budget. Each as its own distinct responsibilities.

Sometimes the functions of these agencies overlap and duplicate each other. Good coordination is often lacking. At times, there is inefficiency, lost motion, and wasted effort. For example, state government has fourteen agencies involved in rehabilitation; seven agencies involved in education and training; eleven agencies involved in institutional care; and ten agencies which give financial aid to the indigent or handicapped citizens. These ten, plus five other agencies, are all involved in casework activities. It is apparent, then, that many of our 317 agencies, boards, and commissions were created with little thought of grouping them along functional lines to prevent overlapping and inefficiency.

I believe, and so do my three predecessors, Governor Hodges, Governor Sanford, and Governor Moore, that one of the most pressing needs facing state government is the reorganization and consolidation of our services. Something must be done. Something is being done. Earlier this year, I asked the General Assembly to enact legislation which would give executive authority to begin a study to tackle this immense problem. Without a dissenting vote, the General Assembly enacted this legislation, as well as a constitutional proposal which you will vote upon in the November, 1970, general election. Approval of this amendment will limit to twenty-five the number of departments that may exist under the governor.

I sincerely urge you to approve this amendment to our constitution. Your approval for our state government to be reorganized along functional lines should immediately begin paying you dividends in the form of more efficient and economical services. These dividend payments should increase in the future as state government is called upon to provide more and better services to an ever expanding population.

In just six months, our State Government Reorganization Study has revealed that the vast majority of our dedicated state workers are solidly in favor of reorganization because they know



Governor Scott and his three predecessors were photographed at the annual meeting of the Research Triangle Institute on November 5, 1969. Left to right, are Governors Hodges, Moore, Scott, and Sanford.

it will enable them to do a better job of serving you, the people. Data have been compiled from our 317 agencies, boards and commissions, along with data from fourteen other states which have governmental reorganization plans in various stages of completion. A formal report of our reorganization study will not be made until the next General Assembly convenes in January, 1971. I believe, at this time, that our state government can operate smoothly with about nineteen or twenty cabinet-level departments.

The seven elected members of the Council of State and the attorney general would continue to head their departments, which would not be affected by the reorganization. The other cabinet-level departments would be headed by persons appointed by the governor.

During 1970 we will place the facts before you, the people, and ask your help in developing specific recommendations to be put

before the General Assembly. A Citizens' Conference on Reorganization will be convened early next year. I shall appoint to this body men and women with a variety of interests, skills, and concerns. I shall charge them to examine the organization of the executive branch and to determine the type of reorganization we need. I anticipate their report by early fall.

North Carolina has a good state government. Our programs are administered by dedicated, hard working employees. But as I have pointed out, our government is not as good as it could be. It does not function as effectively as it should because the structure of the executive branch has become cumbersome and unwieldy.

What are the goals of reorganization? We expect that reorganization of state government will accomplish at least eight very significant and appropriate goals. It will bring essential groups of programs and services into clear, coordinated relationship to each other. It will help balance the workload and responsibilities of the department heads. It will ensure a more continuous and uniform review of program performance. It will bring to light overlapping and obsolete functions which need restructuring. It will consolidate numerous independent and fragmented, but related, activities into single structures. It will transfer selected functions to more appropriate settings. Finally, it will enhance communication between the various departments in state government and also between state government and you, the people.

These, then, are the reasons why we have launched this major new effort toward improving the overall administration of state government. These are the reasons why we want to modernize its structure and to streamline it so that it can provide, more economically and more efficiently, the many services our people need, deserve, and expect.

REPORT ON HOUSING IN NORTH CAROLINA

Raleigh, December 31, 1969

[The last of Governor Scott's year-end reports dealt with the matter of housing. Following his discussion, he called for additional reports from state agency heads; speaking at that time were representatives of thirteen departments: Conservation and Development, Community Colleges, Employment Security, Local Affairs, Social Services, Archives and History, Library, Art Museum, Retirement System, Medical Care Com-

mission, Commission for the Blind, Adjutant General, and Juvenile Correction.]

Good morning. On this final report day, I would like to talk for a few minutes about the problem of substandard housing in North Carolina. More than 6 million people in the United States live in substandard houses. Four hundred thousand of these people live right here in our state.

I suppose each of us has his own definition of what a substandard house is. Many of us no doubt feel that a substandard house is a house that we wouldn't want to live in. But when I think of a substandard house, I think of one that is unpainted, or is without hot, running water, or is without a private, usable flush toilet, or is without a private tub or shower. A substandard house may also be unheated, or have a leaky roof, or a sagging floor, or a broken porch railing, or some broken window panes, or no underpinning.

What does it mean to live in a substandard house? None of us would live in such a house, if we could possibly help it, because we know that such housing is unhealthy, unsanitary, and quite uncomfortable. A vivid example of what I am talking about occurred one night last summer in High Point. That night, a man and his wife put their six-month-old twin daughters to bed, and then the couple fell asleep in the same room. In the middle of the night, they were awakened. Their infant daughters were crying loudly, and for good reason; both of them had been badly chewed upon by rats. One newspaper reporter said that he had never seen anything quite as sickening as the sight of these two helpless infants. This, I remind you, happened this year—not back during the depression.

Now that we have defined substandard housing and have seen a brutal example of what it can mean to a family, let us see what is being done to correct the situation. It appears that much is being done. In recent weeks, financing arrangements were completed for Lumberton's first low-income housing project. This $1 million project will provide housing for about 100 Robeson County families. Construction of this project should begin early in the new year. Just last week, the Johnston County Housing Authority applied for a grant of $16.5 million from the U.S. Department of Housing and Urban Development. Approval of this grant will mean 1,000 new housing units for Johnston County. During the past year, HUD approved $218 million for low-income housing in

North Carolina. This money alone should provide about 13,500 new housing units for our citizens.

We now have forty-eight local housing authorities, more than twice as many as we had a year ago. During 1969 approximately $40 million went for low-income housing in our rural areas. Our new Department of Local Affairs has a technical staff of housing specialists who are working with HUD, Farmers Home, local housing authorities, and other agencies, both public and private, in the development of housing programs for our state. I think we can all take pride in these accomplishments.

But let us not sit back and rest on our laurels, because the fact remains that 400,000 of our citizens, who make up 8 percent of our population, are living in substandard housing. Your state government is not sitting idly by. It is declaring that housing is just as much the state's business as highways, education, health, and law enforcement.

Last May I asked the General Assembly to establish a North Carolina Housing Corporation that would promote and finance private, single-family dwellings for low-income families. This corporation was created in July with an appropriation of $500,000. Two ways were provided for the Housing Corporation to get money. The first is through issuing $200 million in bonds. These bonds will be self-liquidating and secured by federal insurance on loans and mortgages made or purchased by the corporation.

The second way is through a Housing Development Fund, a separate trust account made up of gifts, grants, and borrowings secured by notes of the corporation. This fund is authorized to issue up to $5 million in notes to help finance development and construction costs and down payments on permanent mortgages. At no time will the corporation provide financial assistance when private funds are available. The corporation will, as much as possible, work through private home building and lending institutions. It will not be a give-away program of your tax dollars. In a year to eighteen months from now, we expect that it will be on its feet and entirely self-sustaining. What the corporation borrows will not impose general obligations on the state's revenue and credit. The corporation will introduce a new source of mortgage capital in the state: the self-liquidating housing revenue bond. The houses our corporation plans to finance will be in the $8,000 to $15,000 range. A low-income family eligible for this financing will be one in which the annual income is less than $6,000. The eligibility of each family will be determined by the nine members

of the corporation. Five of these members are state officials, as designated in the legislation that established our corporation. I have appointed four other members who have a wealth of experience and knowledge in the areas of mortgage finance, real estate, banking, and insurance, areas very vital in the financing of housing.

What else has happened since the Housing Corporation was established in July? Since that time, I have named State Representative Joe Eagles[111] of Edgecombe County as executive director of the corporation. In the last six months people from more than a dozen other states and from several foreign countries have written us, inquiring about our new, unique approach toward solving our housing needs. The response in North Carolina has been even more enthusiastic. Mr. Eagles and his staff have already held thirteen local meetings across the state to introduce their programs to bankers, realtors, construction men, local officials, and others who are concerned about substandard housing and are anxious to do something about it.

At the meeting in Greensboro, one builder said that his firm needed $1 million right then. It was the same thing in Boone, in Charlotte, and in other cities. Officials in Tarboro said they could use $300,000 to finance new housing. In effect, what the people in the cities are saying to us, is: "We need the housing. We have the people to build it. All we need is the money to finance it." During the next two months, Mr. Eagles and his staff will hold twenty-one area meetings across the state. The first of these will be next week, on January 6 in Goldsboro.

Quite likely, most of what you have read or heard about our Housing Corporation has been in connection with the suit questioning its constitutionality. The unfavorable decision against the corporation last week in superior court is being appealed to the state supreme court.[112] Naturally, we hope for a favorable decision. If the court rules in our favor, our Housing Corporation will be a reality. And by July or August, it should be in a position to make its first loan.

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[111] Joseph Elliott Eagles (1910-), merchant and farmer from Macclesfield; educated, Duke; member, House of Representatives, 1961-1969. *North Carolina Manual, 1967*, 607-608; *1969*, 632-633.

[112] The North Carolina Supreme Court later, in a 5 to 2 decision, upheld the constitutionality of the 1969 act. Dissenting were Associate Justices I. Beverly Lake, who wrote the minority opinion, and Carlisle W. Higgins. The majority opinion was written by Chief Justice William H. Bobbitt. *Perry Martin on*

What will this mean to you, the people? Well, if the corporation can increase home construction in the state by $125 million per year, and this "if" is based on an estimated 10,000 new homes a year when the corporation is in full operation, then local and state governments should realize an additional $5.5 million in tax revenues. The new construction jobs created by the activities of our corporation should number between 5,000 and 7,000. New and better housing should also stimulate industrial and commercial expansion in our cities and towns. But these economic goals, important as they are, are secondary to the intangible goals of pride of ownership, stability, and better citizenship. Achieving these goals will, I think, bring about an increase in the health, wealth, and welfare of our people, particularly of our low-income families.

Our Housing Corporation is not a cure-all by any means for all of our housing ills. Rather, we think of it as being one of several drugs prescribed by a doctor to restore a sick patient to good health. There is a lot of truth, I think, to the old saying that "you can lead a horse to water, but you can't make him drink." So it is with our Housing Corporation. We can offer it to you. But we can't make you take it. That is up to you. Whether the Housing Corporation succeeds or fails is, in the final analysis, your decision. I am confident that you do want it and that it will succeed. Thank you and happy new year.

SOUTHEASTERN REGIONAL CONFERENCE OF THE STATE COMMISSIONS ON THE STATUS OF WOMEN

Durham, January 20, 1970

When he began his address to the conference, the governor praised several women who had made major contributions to the state: Mrs. Elizabeth Koontz,[113] director of the Women's Bureau

Behalf of Himself and All Others of the Same or Like Class v. *North Carolina Housing Corporation, a Body Politic and Corporate, and William L. Turner, Director of the Department of Administration for the State of North Carolina, G. Andrew Jones, Jr., State Budget Officer for the State of North Carolina, and George S. Lambert, State Disbursing Officer for the State of North Carolina*, 277 N.C. 29 (1970).

[113] Elizabeth Duncan Koontz (Mrs. Harry Lee) (1919-), government official from Salisbury and Washington, D.C.; A.B., Livingstone; A.M., Atlanta; teacher in public schools, 1938-1968; president, National Education Association, 1968-1969; director, Women's Bureau, Department of Labor, Washington, D.C., since 1969. *Who's Who in America, 1972-1973*, I, 1762.

of the United States Department of Labor; Justice Susie Sharp[114] of the North Carolina Supreme Court; Judge Naomi Morris[115] of the North Carolina Court of Appeals; and Dr. Ellen Winston,[116] former United States commissioner of welfare. The governor called the conference "timely and important." His administration, he said, was interested in the growing national concern over the status of women.

Scott reviewed briefly some of the recent trends and some of the economic and social changes occurring in the Southeast. He noted that dramatic increases had been made in the number of women in both paid employment and volunteer work. The South, which was the fastest growing area of the country, needed more and more women in professional and technical positions; Scott felt that women should be encouraged to enter training programs. He realistically called attention to the prejudiced attitude of some people toward female workers, a prevalent feeling in the South because of the myth of the "southern belle."

The need for more child-care programs was tied in with the increase in numbers of working mothers. By 1980 the labor force would include 5.3 million mothers between the ages of twenty and forty-four who had children under five years of age. This would mean a 43 percent increase over the 3.7 million mothers in the labor force in January, 1970. Continuing education and special training programs were desirable. Scott called for more open-mindedness on the part of employers and better enforcement of equal pay and equal employment opportunities. Job classifications needed to be reexamined by many employers.

Scott referred to the Commission on the Status of Women, established in the early 1960s, which had published its findings in

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[114] Susie Marshall Sharp (1907-), lawyer and judge from Reidsville; educated, University of North Carolina, Greensboro; LL.B., University of North Carolina, Chapel Hill; practicing attorney prior to service as special judge, superior court, 1949-1962; appointed associate justice, North Carolina Supreme Court, March, 1962; elected to position as associate justice in general elections of 1962 and 1966. *North Carolina Manual, 1971*, 608.

[115] Naomi Elizabeth Morris (1921-), lawyer and judge from Wilson; A.B., Atlantic Christian; J.D., University of North Carolina, Chapel Hill; appointed judge, North Carolina Court of Appeals, July, 1967, elected to term on court, November, 1968. *North Carolina Manual, 1971*, 616.

[116] Ellen Winston (1903-), social welfare consultant from Raleigh; A.B., Converse; A.M., Ph.D., University of Chicago; former teacher and public servant; member of faculty of Meredith College, 1940-1944; North Carolina commissioner of public welfare, 1944-1963; United States commissioner of welfare, Department of Health, Education, and Welfare, 1963-1967; consultant since 1967. *Who's Who in America, 1972-1973*, II, 3452.

a report entitled *The Many Lives of North Carolina Women.* In 1965 the legislature had established the Commission on Education and Employment of Women, charging it with responsibility of reporting to the 1967 Assembly. The 1967 General Assembly, in turn, established a seven-member commission as a permanent agency of state government. That legislature also modified the state's labor laws to permit women to work an equal number of hours as men upon permission to the employer from the Department of Labor.

Governor Scott reviewed briefly legislation enacted in 1969 which increased the head of household exemptions for people who were single, divorced, or widowed and maintained their own households. The exemption was raised from $1,000 to $2,000. Governor Scott referred to this as a removal of a long-standing inequity in the tax laws.

The governor reported that he had appointed sixty-four women to important policy-making boards and commissions in North Carolina. He hoped that in the 1970s many women would be encouraged to take advantage of educational opportunities available to them in North Carolina. Scott mentioned the need for personnel in the field of health care. He also talked briefly about the beginning of the state-supported kindergarten program, a program which could well have the effect of helping to meet the child-care needs of working mothers.

The governor, in his concluding sentences, said "Womanpower is today's challenge, and I hope this conference and the one tomorrow will inspire you to work harder than ever before in achieving equal status for women, a status which will guarantee them freedom to choose from a wide range of alternatives in education, employment, recreation, and other areas."

NORTH CAROLINA STATE SOCIETY OF WASHINGTON

Washington, D. C., February 7, 1970

Governor Scott, speaking to fellow North Carolinians, talked about several developments in the state. Controversies over busing, desegregation guidelines, and other problems diverted attention from progress made in the field of education. The governor, in some detail, talked about expansion in the colleges and universities and in the community college system. He mentioned both the pilot kindergarten program of the state and the program whereby

students as early as the sixth grade could relate their interests and aptitudes to future vocational opportunities. Scott called attention to the state's better school libraries, increased visual aids, and more classrooms. Competent teachers were receiving substantial pay raises.

The governor surmised that many of his listeners thought of North Carolina as a state in which agriculture and the textile, furniture, and tobacco industries formed the backbone of the economy. He reminded them that the Research Triangle Park had grown to the point that it had eighteen research centers; that nearly 7,000 persons, many with advanced degrees, worked there; that the annual payroll for those employees was about $60 million. Though agriculture was still very important in the state, the number of people engaged in farming was declining; at the same time, the output of farms was increasing. Income from livestock and poultry products had exceeded that of tobacco for the previous two years, an indication of the diversification of farming.

In addition to the textile, furniture, and tobacco industries, the state was producing minerals at the rate of an $80 million a year industry; brick manufacturing had grown to a $30 million industry. The governor, noting that North Carolina ranked fifth in the nation in tourism, called attention to ski resorts in the mountains—an attraction for tourists since 1961.

The state's extensive program of highway construction, improvements in law enforcement agencies, increase in exports to foreign markets, and hospitals under construction were indicative of solid progress in the Tar Heel State.

ADDRESS DURING VISIT TO MANPOWER DEVELOPMENT CORPORATION'S PILOT PROGRAM

Kinston, February 12, 1970

After reviewing programs aimed at keeping children in school and discussing means of strengthening vocational education programs, Scott called attention to the need for more effective programs in adult education. The new program in manpower development—a joint effort by the private organization known as the North Carolina Manpower Development Corporation and Lenoir Community College—was termed a "giant step in the right direction." The Manpower Development Corporation had been working with the unemployed and with those who were

unsuitably employed; it had tried to locate, motivate, and find jobs with a future for them. Despite efforts to reach many North Carolinians through the expanded community college and technical institute program, there were numerous disadvantaged individuals who needed help. Included in this group were school dropouts, urban job hoppers, and displaced farm workers. These people needed assistance, and the state needed their productivity. The Manpower Development Corporation's program fitted in at this point, because the officials of the corporation had learned how to reach and motivate these people. The cooperation of business and industry representatives in the Kinston area had been essential to the successful launching of this program. Governor Scott, concluding his remarks, said that everyone in attendance would "Remember this day as an important one in the history of North Carolina's continuing efforts to lift all of its citizens into productive lives."

NORTH CAROLINA BOARD OF FARM ORGANIZATIONS AND AGRICULTURE AGENCIES

Raleigh, February 23, 1970

Speaking before the Board of Farm Organizations and Agriculture Agencies, the governor announced his intention to name a committee to try to determine whether or not there was a need for a school of veterinary medicine in North Carolina. Veterinarians, farmers, businessmen, educators, and officials of the public health and agriculture departments would be named as members. Louisiana State University had been thinking about establishing such a school; but there was no veterinary school in the immediate area. Scott said neighboring states had expressed an interest in sending students to North Carolina in the event such a school was established in the Tar Heel State.

THE PRODUCTION AND COST AND INDUSTRIAL RELATIONS DIVISIONS OF THE SOUTHERN FURNITURE MANUFACTURERS ASSOCIATION

Raleigh, February 28, 1970

Meeting at the Statler Hilton Inn in Raleigh, representatives of the Southern Furniture Manufacturers Association heard Gover-

nor Scott discuss the economy of the state and nation. There was general agreement concerning the need to halt the inflationary spiral. The president of the United States had taken the position that credit should be tightened and federal spending curbed; and the national administration appeared to be serious about cutting back on federal spending. Governor Scott cited the Department of Transportation's edict that the state reduce its road-building program, adding that he did not intend to reduce road-building efforts at the state level. The General Assembly had authorized additional highway revenues so that North Carolina could meet the critical needs; and because North Carolina had been shortchanged on its interstate mileage a number of years earlier, the state was trying to catch up.

Another example of proposed reduction in federal spending was the recommendation that the Naval Air Rework Facility at Cherry Point be closed. This facility employed about 2,700 North Carolinians and had an annual payroll in excess of $37 million. Governor Scott found it inconsistent for the administration to say it wanted to help economically deprived areas share in the national wealth and yet, at the same time, recommend the closing of a major facility in an area badly needing jobs.

Despite these discouraging signs, Scott expressed optimism about the future of North Carolina's economy. Even with the slowdown in the national economy, people continued to move to the state. They were moving into the Research Triangle area at a rate of over 100 families each month, and other areas were also expanding. The governor commented on the advantage of a diversified economy in times of economic decline. Absence of big cities, such as Los Angeles or New York, was also an asset in times of recession. North Carolina, with more farms than any state except Texas, was protected against recession; people owning land could derive something to eat and drink from their own gardens and cows, the governor observed. Home ownership was still another positive factor for the Old North State.

Scott commented on local governments, which were generally in good financial shape. He called attention to the low per capita indebtedness of state government, the state's Triple-A credit rating, and the two good small ports located at Wilmington and Morehead City. North Carolina's commerce was not likely to be paralyzed by a strike such as might occur in a single-port state. Finally the speaker referred to the people themselves as a strength of North Carolina. The hard-working, stable citizens could "ride

out any crisis and . . . bounce back with amazing ability. They view problems as opportunities."

Scott commended those in the furniture manufacturing and marketing industry. Their work and leadership had resulted in North Carolina's production record in the manufacture of furniture. People like those in his audience, he said, gave him reason to have faith in the future of North Carolina even when pockets of unemployment existed; for the state as a whole he foresaw continued growth and prosperity.

UNITED AUTO DISPOSAL COMPANY'S BREAKFAST AND PRESS CONFERENCE

I-40 between Greensboro and Winston-Salem, March 9, 1970

After discussing problems of the environment in general, the governor mentioned the matter of junk cars, "a tremendous eyesore, a blight on the landscape." Not only did they take space, but they posed health problems in that they provided a suitable environment for the breeding of mosquitoes and rats. The purpose of the breakfast was to celebrate the establishment of a new business in Kernersville—the United Auto Disposal Company—a company which was to operate the first shredder of junk cars in North Carolina. The shredder, or hammer mill, could consume a car in about 60 seconds; it would shred the car and, at the same time, separate the metal from the nonmetal materials. No longer would wood, upholstery, and other materials have to be burned. The shredder would be extremely expensive but, Governor Scott said, it should be worth every penny in helping solve the problem of junk cars.

GOVERNOR'S CONFERENCE ON ALCOHOLISM

Raleigh, March 10, 1970

Governor Scott observed that the problem of alcohol and alcoholism were often obscured and distorted by emotionalism. Speaking at the Governor's Conference on Alcoholism, he said he was "unalterably opposed to alcoholism and to drunken driving and to all the miseries caused by drinking, such as loss of job, and income, loss of health, loss of family and friends, and at times, loss of life." He continued by saying there were many people who

could drink temperately without "harm or alarm to society." The governor talked for a few minutes about the dual problems of alcohol and alcoholism, supplementing his remarks with a report entitled *Alcoholism in North Carolina: Past, Present, and Future.* This report contained a great deal of information about alcoholic rehabilitation in North Carolina, and the governor expressed hope that those in attendance would read the report and make suggestions concerning the work being done. He was particularly impressed to see that the educational program of the Department of Mental Health included seminars, institutes, workshops, and summer schools for doctors, ministers, teachers, social workers, and other professional people. The speaker also commended the department for the publication of its magazine *Inventory* and recommended that it be given wider circulation.

The governor asked several questions: How many deaths were caused annually by people drinking moonshine whiskey containing lead poisons? How much tax revenue was lost each year because of the sale of moonshine? How many stills were destroyed in 1969 and what was the capacity of those stills? The presence of those in attendance testified to their vital concern about these and related problems.

Scott said he had been told that one of every fifty drivers on the highways was drunk and that a sizable proportion of all pedestrians killed on the highways was drunk. He wondered how much coordination there was between the Highway Patrol, the SBI, and other law enforcement agencies with the Department of Mental Health, with the ABC board, and with employees, ministers, doctors, etc.

Alcoholics were to be found in all walks of life, and the governor reminded his hearers that alcoholism was a disease; alcoholics needed professional help. He suggested that junior high students be educated as to the problems attendant upon alcoholism. He urged his listeners and all citizens to remember that alcohol was a drug with more harmful effects on society than heroin, LSD, and marijuana, because more people used alcohol to excess than any other drug. He encouraged his audience to work with Alcoholics Anonymous, Al-Anon, and Alateen and to give support to the establishment of the Center for Alcohol Studies at Chapel Hill; the center was being established as a result of a 1969 legislative appropriation. The chief need, the governor concluded, was for "a complete and enlightened approach to alcohol and alcoholism."

KICK-OFF LUNCHEON FOR THE OHIO VALLEY TRAVEL MISSION

Pittsburg, Pennsylvania, March 16, 1970

Governor Scott, speaking at a Pennsylvania luncheon sponsored by the Travel Council of North Carolina, extolled the virtues of his state. Those on the travel mission scheduled stops in Ohio and Indiana as well as Pennsylvania. The governor said the purpose of his visit was twofold: to say thank you for those who had visited North Carolina in the past and to invite those from the Ohio Valley to visit the state again and again. He reviewed the great number of resources of North Carolina as he commented on the distinct seasons of the year and on the several regions of "Variety Vacationland." In 1969 the Great Smoky Mountains National Park was the nation's most visited national park, the Blue Ridge Parkway the most visited parkway. In that year the Cape Hatteras National Seashore was host to more campers than was any other seashore. Scott mentioned hunting in the Tar Heel State, outdoor dramas, and attractions for the entire family. In addition to being a beautiful state, North Carolina was a state "of good people, people who are intelligent, and hard-working, and down-to-earth, people who are proud of their heritage, who cherish their past, but who are living in the present and for the future." The state, with its good, diversified economy was constantly looking for progressive high-wage industries. North Carolina construed problems as opportunities, and Governor Scott said Tar Heels faced the challenges of the future with optimism and confidence. He extended a cordial welcome to his audience to visit the state and concluded, ". . . if you choose to stay with us, that will be just fine."

CAROLINA SYMPOSIUM 1970: "MAN AND ENVIRONMENT"

Chapel Hill, March 17, 1970

Governor Scott went to Chapel Hill to discuss North Carolina's role in fighting pollution and saving the environment. Copies of a comprehensive report entitled *North Carolina's Work in Environmental Protection* were given to persons in attendance. Much of the discussion pertained to physical environment—a broad subject which included litter, noxious fumes, smog, ear-piercing

noises, untreated sewage, polluted streams, and persistent pesticides. The governor called for "law and justice" in the environment. Unfortunately, modern man had succeeded in degrading his surroundings at a frightening pace. Answering the question of what was being done in North Carolina, Scott discussed efforts to preserve the state's marine resources; and he mentioned briefly programs in the areas of forestry, parks, mineral resources, water and air pollution control, sediment pollution control, and other areas of concern.

The speaker noted that the Planning Division of the Department of Administration was taking action to hold back pollution caused by pesticides. All in all, there were at least eighteen state agencies involved in environmental protection, but there was no overall coordination of their efforts. For example, the Board of Health was responsible for the state's solid waste disposal program. There were approximately 1,700 public water supplies which served about 60 percent of the population, and the Board of Health was responsible for seeing that these systems were healthful and safe; it also performed tests to assure that radioactive concentration did not exceed state limitations. The Wildlife Resources Commission was working to maintain the minimum of environmental quality required for the well-being of fish and wildlife. The State Highway Commission was spending about $2 million yearly to keep the highways free of litter; it was aware of the problem of erosion control and for years had been planting grass cover on roadsides. Moderate use of herbicides in roadside vegetation management was under the direction of experienced personnel. The Highway Commission had set up litter cans for the traveling public; and in this connection, the governor urged strict enforcement of the state's anti-litter law. The 1969 General Assembly authorized the establishment of a Task Force on Environment and Natural Resources within the Department of Public Instruction; this group was planning one of the first, if not the first, public school curricula on the environment.

On the campuses at Chapel Hill and at Raleigh almost 200 students were registered in programs in environmental health, programs made possible primarily by the University of North Carolina's Institute of Environmental Health Services. The institute had brought together the skill of faculty from eleven departments of the University of North Carolina at Chapel Hill and North Carolina State University.

The nineteenth annual session of the Southern Water Resources

Pollution Control Conference was scheduled for Duke University in April. The most recent result of cooperation between Duke, North Carolina State, and Chapel Hill was the Triangle Universities Consortium on Air Pollution. A Consolidated University undertaking was the Water Resources Research Institute, the purpose of which was the direct engagement of faculty and certain graduate students in studies on the state's water resources.

The Institute of Government for many years had had a commitment in the field of environment through its teaching, training, research, and consulting programs. It had been influential through its efforts for environmental legislation; the preceding two decades had witnessed progress in constructive new legislation in North Carolina concerning the natural resources and environment.

Scott announced the appointment of additional members of the Advisory Committee on Economics and Environment, calling attention to efforts being made to put representatives from the North Carolina Association of County Commissioners and the North Carolina League of Municipalities on the committee.

Governor Scott recalled his request that the Department of Administration take stock of the extent to which state government contributed to pollution. Preliminary data indicated that the state was doing an excellent job in controlling its pollution problems, but he promised continued monitoring of potential sources of pollution by state government.

The environmental problem was a complex one involving legal questions, population patterns, land-use questions, technology, and "a great deal of money." Scott realized that as long as there were people there would be some pollution, but he called for a commitment—essential if the dawn of the twenty-first century was to be bright—to solve problems of the environment. A commitment had to begin in the mind of each individual, but the Scott administration promised leadership to give direction and meaning to the cause. People were demanding action from the government, and government would respond. If state government failed in its responsibility, the federal government would step in to do the job; and Scott called on North Carolina to be a leader in "responding to the needs of our times and the demands of our people."

COUNTY- AND COMMUNITY-ELECTED COMMITTEEMEN OF THE AGRICULTURAL STABILIZATION AND CONSERVATION SERVICE IN FORSYTH COUNTY

Winston-Salem, March 19, 1970

"Just about all that we read and hear about agriculture these days seems to pertain to the future." Thus did Governor Scott begin his discussion of agriculture. Many questions were being asked, including one concerning the restoration by Congress of the $250 million appropriation for the Agricultural Conservation Program in the next year's budget. Those who had worked as committeemen of the Agricultural Stabilization Conservation Service were aware of the contributions made through the program. Approximately 100,000 participating farmers in North Carolina were sharing about $7.5 million in benefits. The program provided cost-sharing at the rate of about 60 percent from the federal government to assist farmers with conservation practices such as farm ponds, feeding pastures, and trees. The Agricultural Conservation Program would be discontinued if Congress failed to act, and the governor urged members of his audience to write to their congressmen.

Big changes had occurred in agriculture: Tractors had replaced mules, for example, and tobacco was no longer tied before being taken to market but was being sold loose-leaf in sheets; there were fewer dairy farms and cows than there had been fifteen years earlier, but the average production per cow had continued to increase; the decline in the sale of butter and an accompanying increase in the sale of margarine had affected the dairy business, and imitation milk was a serious threat; the control of pests required adjustment because of the danger of certain pesticides. One of the most serious problems was recruitment of good workers, because farm labor was critically short in most parts of the state.

Scott reported that the National Farmers Organization had gained a foothold in North Carolina, making an effort to induce farmers to accept collective bargaining as a means of showing

more "muscle in the marketplace." Despite the problems there were some optimistic signs: the bright export picture, particularly for tobacco and soybeans; trends such as sod-planted corn, freeze-dried tobacco, and the like; and an increase in the winter tourist trade which enabled many farm people to find off-season employment. The governor predicted that the trend toward fewer farmers and larger farms would continue; farmers were becoming more businesslike, and agriculture was becoming better balanced.

The governor concluded his remarks by discussing problems in other areas, including drugs and alcoholism and, briefly, the disruption of the neighborhood school system. He called on all citizens to come to the aid of the public schools. Scott expressed the opinion that funds which some wanted to spend on busing would be better spent on improved libraries, visual aids, upgraded classrooms, more textbooks, and more nutritious lunches for schoolchildren.

NORTH CAROLINA PORTS AUTHORITY'S SILVER ANNIVERSARY OBSERVANCE

Raleigh, March 21, 1970

[In the following address, Governor Scott reviewed the history of the operation of the state ports and discussed the impact of foreign trade on North Carolina's economy.]

Tonight's celebration of the twenty-fifth anniversary of the North Carolina Ports Authority is another milestone in our long history of foreign trade and allied ports activities. We actually began world trade in 1584—385 years ago—when Sir Walter Raleigh sent two English explorers, Philip Amadas[117] and Arthur Barlowe,[118] to America. They are believed to have landed in the vicinity of Ocracoke, where they did some trading with the Indi-

[117] Philip Amadas (1550-1618), naval officer, commander in Walter Raleigh's fleet; sent out by Queen Elizabeth to explore; left England in April, 1584, went to Canary Islands, then West Indies; reached North Carolina coast in July; returned to England, September, 1584; accompanied Sir Richard Grenville in colonization project in 1585. *Who Was Who in America: Historical Volume*, 90; *Webster's Biographical Dictionary* (Springfield, Massachusetts: G. & C. Merriam Co., First Edition, 1966), 38, hereinafter cited as *Webster's Biographical Dictionary*.

[118] Arthur Barlow(e) (1550?-1620?), English navigator, explored coast of present-day North Carolina with Philip Amadas; his letter to Sir Walter

ans, exchanging dishes and copper kettles for buffalo and deerskins. After two months, they returned to England, taking with them tobacco and medicinal herbs, and two Indians, Wanchese and Manteo.

Then there were the colonial days. During that time, our forefathers exported cotton, tobacco, spices, and naval stores, and imported luxury goods and some essential items, such as nails, bricks, and glass to lighten the physical rigors of life in the New World.

Free trade continued between the colonies and other countries up until the late 1700s and early 1800s, when manufacturing interests in England began to impose tariffs to protect their home industries. About the same time, manufacturers in the New England states began to press for tariffs to protect their industries.

In the South, producers of agricultural products favored free trade. Tariffs, to them, meant paying higher prices for manufactured goods; and at the same time, the tariffs limited the amount of raw materials they could sell to foreign countries. Tariffs produced one of the basic political issues between the North and the South and between Democrats and Republicans.

With your program tonight is a delightful résumé of the evolution of North Carolina's ports at Wilmington and Morehead City. This résumé traces the development of these ports from the mid-1600s. When the colony was in its infancy, the king had designated five ports of entry: Brunswick, Beaufort, Bath, Currituck, and Roanoke (now Edenton). During those early years, there was also some shipping activity at Ocracoke. But that was long ago.

Today we have modern, rapidly growing port facilities at Morehead City and Wilmington. And we operate an equally important harbor for pleasure and fishing boats at Southport, near the mouth of the Cape Fear River. All of these facilities are the result of legislative mandates.

About midway during the 1945 session of the General Assembly, there appeared on the House calendar, Bill No. 816, with the title, "An Act Creating a State Ports Authority."

Its author was John Q. LeGrand[119] of Wilmington. Cosigners of

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Raleigh influenced Raleigh to select Roanoke Island for settlement of colony. *Webster's Biographical Dictionary*, 103.

[119] John Quince LeGrand (1905-1967), lawyer from Wilmington; LL.B., University of North Carolina, Chapel Hill; member, House of Representatives, 1939, 1941, 1945; Chapel Hill town attorney, 1952-1967. *North Carolina Manual, 1945*, 427-428; *News and Observer*, March 25, 1967.

the act included Vivian Whitfield[120] of Pender County, Andrew Stoney[121] of Burke, Larry Moore[122] of Wilson, and James Vogler[123] of Mecklenburg. During the war years, LeGrand had watched the activities around the Wilmington shipyard. He and his friend, Rye Page,[124] editor and publisher of the *Wilmington Star-News*, had recognized the need for a modern port facility that would serve not only the Wilmington area but the entire state. LeGrand quietly mustered the support of several of his equally farsighted colleagues. Both the House and the Senate approved the enabling act, which was formally ratified on March 21, 1945.

The first paragraph of the act directed that the authority's first responsibility was to

develop and improve the harbors or seaports at Wilmington, Morehead City and Southport . . . and such other places, including inland ports and facilities, as may be deemed feasible for a more expeditious and efficient handling of water-borne commerce from and to any place or places in the State of North Carolina and other states and foreign countries.

The second paragraph of the enabling act directed the authority

To acquire, construct, equip, maintain, develop and improve the port facilities at said ports and to improve such portions of the waterways thereat as are within the jurisdiction of the federal government.

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[120] James Vivian Whitfield (1894-1968), farmer from Burgaw; A.B., A.M., University of North Carolina, Chapel Hill; World War I veteran; member of United States Foreign Service, 1919-1927; member, House of Representatives, 1945-1951; state senator, 1953; chairman of State Stream Sanitation Committee and later appointed chairman, Board of Water and Air Resources, 1967. *North Carolina Manual, 1953*, 445; *News and Observer*, November 20, 1968.

[121] Andrew Burnett Stoney (1892-), lawyer from Morganton; A.B., University of South Carolina; Harvard Law School; World War I veteran; member, House of Representatives, 1941-1947; state senator, 1951. *North Carolina Manual, 1951*, 436-437.

[122] Larry Ichabod Moore, Jr. (1904-1972), lawyer, farmer, dairyman from Wilson; A.B., B.S., law, University of North Carolina, Chapel Hill; member, House of Representatives, 1939-1955, speaker, 1955; member, Advisory Budget Commission, 1949-1952; chairman, 1951-1952. *North Carolina Manual, 1955*, 464.

[123] James B. Vogler (1895-1972), real estate broker from Charlotte; educated, public schools and Baird's Military Institute; member, House of Representatives, regular sessions, 1937-1971, and special sessions of 1936, 1938, 1956, 1963, 1965, 1966. *North Carolina Manual, 1971*, 745-746; *News and Observer*, December 15, 1972.

[124] Rinaldo Burrus Page, Jr. (1921-), newspaper publisher from Wilmington; A.B., University of Georgia; World War II veteran; associated with the Star-News papers of Wilmington since 1947, becoming president and publisher in February, 1955. Powell, *North Carolina Lives*, 934-935.

The third paragraph directed the authority

To foster and stimulate the shipment of freight and commerce through said ports, whether originating within or without the state of North Carolina, including the investigation and handling of matters pertaining to all transportation rates and rate structures affecting the same.[125]

LeGrand's good friend Rye Page became the first chairman of the newly created State Ports Authority. Today his son, with the same name, is a member of the authority. It is also interesting that Lee B. Weathers[126] of Shelby was the chairman of the Senate committee that studied the enabling act and gave it full approval. Today his son, Henry Lee Weathers,[127] is also a member of the authority.

Speaking of fathers, when W. Kerr Scott was inaugurated governor on January 6, 1949, he outlined an ambitious development program for better roads and better schools. Ports development was a major item in his program. The 1949 session of the General Assembly responded by empowering the Ports Authority to issue revenue bonds with which to finance facilities necessary in its operations.

In his New Year's message on January 1, 1952, Governor Scott reported:

Two deep water ports at Wilmington and Morehead City, authorized by the 1949 General Assembly at a cost of $7,500,000 are nearing completion. Buildings, dredging, and installation of equipment are now in process. Completion of both projects is scheduled for the summer of 1952.[128]

In August, 1952, in an address to the Farmers' Economic and Educational Opportunities Conference, Governor Scott said:

Transportation by water is older than recorded history, but modern methods of transportation have not outmoded the water lanes and their importance to the economy of the 20th Century. Three and a half years

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[125] Governor Scott quoted G.S. 143-217 (1), (2), (3) rather than *N.C. Session Laws, 1945*, c. 1097, s. 2. The first subsection had been amended by *N.C. Session Laws, 1953*, c. 191, s. 3, whereby the original wording was expanded to include "inland ports and facilities."

[126] Lee B. Weathers (1886-1958), editor and publisher from Shelby; A.B., Wake Forest; state senator, 1943-1949. *North Carolina Manual, 1949*, 422; *News and Observer*, January 12, 1958.

[127] Henry Lee Weathers (1913-), publisher of Shelby; graduate of Duke; World War II veteran; president and publisher of *Shelby Daily Star*; served as vice-president of North Carolina Press Association. News release of Gov. Dan K. Moore, July 14, 1965.

[128] Corbitt, *Addresses of William Kerr Scott*, 268.

ago the General Assembly provided funds for the construction of up-to-date port facilities at Morehead City and Wilmington. Last week port dedication ceremonies were held at Morehead City, and next month like ceremonies will be held in Wilmington, marking completion of this $7,500,000 joint program.

These two facilities—gateways to lower transportation costs—where hill-born rivers meet the sea, can attain in their maximum service to the economy of our state only if we wisely plan the future conservation and use of the waters that flow into them.[129]

Today, the state's total capital investment in the port facilities in Wilmington, Morehead City, and Southport is in excess of $47 million. This includes $4,650,000 appropriated for capital construction by the 1969 General Assembly. Private investors, using the ports and leasing buildings and equipment, have poured another $4.9 million into modernizing our holdings.

Let us consider for a moment the benefits of these investments in terms of dollars, and of trade, and of people. The port at Wilmington officially began its operations late in 1952. A total of sixteen ships called at the new docks; and that year, the import and export trade was less than 24,000 tons. In 1969, at Wilmington, more than 885,000 tons of cargo were handled by 465 ships, 176 barges, about 27,000 trucks and over 6,000 railcars.

The facilities at Morehead City opened officially in 1953. At the end of that year, these facilities had handled slightly more than 525,000 tons of cargo. It should be pointed out, however, that asphalt, petroleum, and military cargo accounted for the bulk of this tonnage. Of the 212 ships that called at Morehead City in 1953, 161 were military, serving the Marine installations at Cherry Point and Camp Lejeune, and fifty-one were merchant vessels. In 1969, at Morehead City, nearly 1.1 million tons of cargo were generated by 260 ships, 183 barges, 9,300 trucks and over 2,400 railcars.

The modern terminals at Wilmington and Morehead City provide North Carolina industries with reduced inland transportation rates and terminal charges and place them in a competitive position to serve the world's markets. In 1969 five major industries either completed building manufacturing facilities or selected construction sites in the vicinity of Morehead City and Wilmington. The combined capital investment of these five ports-oriented facilities exceeds $200 million. In Wilmington, Hercules, DuPont, and General Eelctric completed their facilities, and the Diamond

[129] Corbitt, *Addresses of William Kerr Scott*, 292-293.

Shamrock Company selected a site and is now building. At New Bern, with service to be through Morehead City, the Weyerhaeuser Corporation has just completed its new plant. These new industries will generate several thousand new jobs. They either are moving, or will be moving, many thousands of tons of raw materials and finished products through our two port terminals.

The attitude of these new industries was summed by an official of Diamond Shamrock during the announcement of his company's site selection. At that time, he said, "If the modern and efficient terminal facility, including the dock cranes, had not existed, the company's decision could have been totally different." This could only mean that they would have had to seek a site elsewhere.

In addition to the companies just mentioned, eleven others that built new facilities across the state last year are active ports customers. To measure the economic impact of port services to an area, one applies what is known as the Philadelphia Formula. This formula indicates that for every ton of general cargo, as distinguished from liquid or dry bulk cargo, passing through the port area, there is fed into that area's economy a total of $24.41. For every ton of bulk cargo passing through port, the return is $7.00. For each ton of bulk cargo that is processed and/or manufactured into finished products within the port area, a total of $43.00 is generated.

Applying these figures to last year's tonnage at the Morehead City and Wilmington terminals, which totaled nearly 1.9 million tons, the total dollar value added to the area's economy was over $46.7 million. These dollar values, per ton, reflect wages, salaries, and purchases resulting from a port operation.

Foreign trade plays a big role in North Carolina's economy. Most of the goods, both exported and imported, flow across the docks at Morehead City and Wilmington.

The U.S. Department of Commerce has released the results of a nationwide study which pinpoints the value of manufactured products exported from each state. Only twelve states export more than North Carolina does. With our diversified economy, we lead the nation in three catagories: tobacco, textiles, and furniture. In 1966—the last year for which figures are available—North Carolina exported more than $352 million worth of tobacco, almost $75 million worth of textiles, and $4 million worth of furniture. The Tar Heel State also shared in other export categories: food and kindred products, $13 million; chemicals, nearly $19

million; paper and allied products, just under $23 million; and another $23 million in electrical machinery.

Foreign trade is a two-way street. To stay competitive and to be able to serve the world markets it is necessary for our manufacturers also to import. We know from a recent survey by the Greensboro Field Office of the Commerce Department that the value of imports in North Carolina exceeds $400 million each year. When you take the total value of imports and exports, North Carolina's foreign trade is well over $1 billion a year.

In the past few minutes, I have reviewed the evolution and growth of North Carolina's ports, from colonial days to the present. The names of some of the people who contributed to our growth are recorded in the pages of history. Unfortunately, many individuals and groups who have given their time and talents in behalf of North Carolina's role in world trade have gone unheralded. I refer specifically to past and present members of the authority, to the executive directors, to the members of earlier commissions who worked unceasingly to bring about ports development in their areas, to the mayors and county commissioners and legislators in the areas now served with modern port facilities. And we must not forget those individual citizens who have gone on state-sponsored sales missions abroad, those members of the Regional Export Expansion Council, and of the North Carolina World Trade Association, and of the various world trade clubs usually affiliated with chambers of commerce across the state.

The best efforts of all of these people would have been fruitless without the support and active use of our facilities by the hundreds of customers, both at home and abroad, and the people who in turn serve them: their agents and shipping lines, rail, barge and motor carriers, bankers and insurance brokers.

I would like to remind you, the members of the Ports Authority and the some 400 employees at our facilities in Wilmington, Morehead City, and Southport, that you have been entrusted with tremendous responsibility. The authority is a public agency, created by the General Assembly of North Carolina, to serve the people of North Carolina. It was established to fill a need. That same mandate directed that you construct the necessary facilities and solicit trade. As an agency of the state of North Carolina, you are somewhat unique because you have the capacity to generate revenue, and thus, to enhance your effectiveness.

Unfortunately, by the very nature of ports operations, it is impossible to generate sufficient revenue to take care of major

capital expenditures. This situation, however, in no way relieves you of the responsibility of conducting the business of the ports in a businesslike manner.

In an address to the C&D Board in November, 1952, Governor W. Kerr Scott issued the following challenge:

> The policies governing the operation of these ports, which will be adopted by the Ports Authority, must, to be effective, have the full coöperation of all our people. Only with administration of sound policies, and wholehearted public coöperation, can the development of these facilities justify and fulfill the confidence of the people from all sections of North Carolina who have made their construction possible.[130]

This challenge is equally applicable today. It is incumbent on you, if you are fully to carry out the mandate of that legislative body of twenty-five years ago, to plan ahead. You have already made a move toward the future by joining forces with the Department of Conservation and Development and the Department of Agriculture in sharing an office in the new Twin Towers Trade Center now under construction in New York City.

The impressive trade figures our state enjoys came about through cooperation and diligence with sister agencies, and I'm sure this cooperation will continue. In the years that lie ahead, I hope you will exhibit the same vision, tenacity of purpose, and drive demonstrated by those stalwarts of 1945: John Q. LeGrand, Vivian Whitfield, Andrew Stoney, Larry Moore, Jim Vogler—and all of the others who have assisted the North Carolina State Ports Authority in achieving this twenty-fifth year milestone.

Happy birthday, and continued success!

Thank you.

PRESENTATION OF NORTH CAROLINA GOVERNOR'S AWARD TO LAURINBURG AND MARION

Raleigh, April 6, 1970

Governor Scott, presenting the first North Carolina Governor's Award, reviewed the five basic goals which a community needed to achieve in order to win that recognition: establishment of an organization which would promote the community, development of sites, completion of a factual community audit, creation of a bro-

[130] Corbitt, *Addresses of William Kerr Scott*, 322.

chure, and a successful clean-up campaign. The achievement of such goals enabled a community to prepare for economic growth and, in turn, to attract industry.

Governor Scott said that the Governor's Award Program had been presented in a series of ten meetings held in January. The regional offices of the Division of Commerce and Industry of the Department of Conservation and Development had been given responsibility for the program. Communities which had met the goals were Marion and Laurinburg; Scott commented on the appropriateness of designating Laurinburg as the first North Carolina Governor's Award Community in the eastern part of the state and Marion the first in the western part of North Carolina.

[A year later, April 19, 1971, the Governor's Award was presented to Mebane; Governor Scott also spoke on that occasion.]

GOVERNOR'S CONFERENCE ON DRUG ABUSE

Raleigh, April 15, 1970

[During the decade of the 1960s illegal use of drugs increased to the point of national crisis. Addiction to hard drugs resulted in crime, wasted human and economic resources, suffering, and death. The problem of drug abuse existed not only in the large cities but throughout the country, and North Carolina was not immune. In the early part of 1970 Governor Scott appointed a drug study commission; members met in his office, and he outlined goals for them. He asked that members seek to find the extent of the problem of dangerous drugs and drug abuse. Scott wanted a survey made to determine who was using drugs and where they were being used. He asked that the commission involve all state agencies in the study, not just law enforcement agencies. The governor raised several questions: What programs could be begun which would be helpful? How could parents, civic groups, and others work effectively to tell the story of drugs and drug abuse? Was there a need for changes in the laws? Were treatment centers for drug addicts in North Carolina what they should be? Scott also asked that the drug commission work closely with his committee on law and order and with various law enforcement agencies. He called on the commission to organize itself, appoint officers, and furnish the leadership needed to find the extent of the problem. The first meeting of the drug study commission was held on January 21.

On March 9 the governor issued a statement reporting that the commission had been working and laying the groundwork for a program of involvement for concerned officials and citizens across the state. He announced at that time he was calling a conference on drug abuse to be held on April 15; in his statement he reviewed the situation, telling what the drug study commission was doing, and outlining plans for the April meeting. At the conference on drug abuse the governor was the featured speaker; his remarks are given below.]

Usually when I speak, I start off by telling a humorous story. But today, humor is inappropriate. All of us are concerned for the safety of astronauts Lovell,[131] Haise,[132] and Swigert,[133] and we all pray that they will return to earth safely.[134] We cannot smile until they do.

Nor can we smile or laugh when we think about the people in North Carolina and across the nation who are using hard drugs, drugs which abuse their bodies and their minds. Drug abuse is a phenomenon of the last half of the sixties. Five years ago, very few people played around with marijuana, and heroin, and LSD, and mescaline, and hashish, and barbiturates, and amphetamines, and the other illegal drugs and narcotics. Now, the use of these drugs and narcotics is widespread.

Last year, in New York City alone, there were over 900 deaths attributed to the use of heroin. Of these, 224 were teen-agers. One person who died in New York City last year from using heroin was a twelve-year-old boy. According to one newspaper columnist, New York City's specialists in drug abuse estimate that there are

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[131] James A. Lovell, Jr. (1928-), astronaut from Cleveland; B.S., United States Naval Academy; graduate work, Aviation Safety School, University of Southern California; naval career prior to becoming astronaut with Manned Spacecraft Center, NASA; made fourteen-day orbital Gemini 7 flight, December, 1965, including rendezvous with Gemini 6; on Apollo 13 flight in April, 1970. *Who's Who in America, 1972-1973*, II, 1944; "The Brave Men of Apollo," *Time*, Vol. 95 (April 27, 1970), 16-17, hereinafter cited as "The Brave Men of Apollo."

[132] Fred Wallace Haise, Jr. (1933-), astronaut from Biloxi, Mississippi; B.S., University of Oklahoma; military career prior to joining NASA as research pilot, 1959-1966; astronaut, NASA Manned Spacecraft Center, since 1966. *Who's Who in America, 1972-1973*, I, 1286; "The Brave Men of Apollo," 16-17.

[133] John Leonard Swigert, Jr. (1931-), astronaut from Denver; B.S. in Mechanical Engineering, University of Colorado; M.S. in Aeronautical Space Science, Rensselaer Polytechnic Institute; U.S. Air Force, 1953-1956; civilian test pilot; astronaut, Manned Spacecraft Center, since 1966. *Who's Who in Government, 1972-1973* (Chicago: Marquis Who's Who, 1st edition, 1972), 498, hereinafter cited as *Who's Who in Government, 1972-1973*; "The Brave Men of Apollo," 16-17; "We Had No Warnings, Just a Tremendous Bang," *Life*, Vol. 68 (May 1, 1970), 28-30.

[134] The Apollo 13 mission left earth on April 11, 1970. An oxygen tank exploded on April 13 as the spacecraft was on the way to the moon, necessitating a reevaluation of plans for the trip. The spacecraft circled the moon and returned to earth, arriving safely on April 17. "Four Days of Peril Between Earth and Moon," *Time*, Vol. 95 (April 27, 1970), 14-18. Astronaut Swigert had been a last-minute replacement for Ken Mattingly who had been exposed to German measles. For details of the dramatic rescue of the astronauts from space, see the *News and Observer*, April 11-17, 1970.

100,000 heroin addicts in that city and that their thievery adds up to $2 billion a year.

In North Carolina at least fifteen deaths in the past six months have been due to overdoses of heroin and other hard drugs. Many drug abusers are young people. But other age groups are not immune to the problem. For example, in the past month, two physicians in North Carolina died as a result of drug abuse. On February 28 a forty-one-year-old man in Winston-Salem died from an overdose of heroin.

Most of us think of the drug problem as being concentrated in our large urban areas, on some of our college and university campuses, and around some of our military installations. This is true. The problem is concentrated in these areas. For example, a survey taken in Mecklenburg County last December showed that 12 percent of the high school students and 7 percent of the junior high school students have taken drugs of one kind or another.

About two months ago, the head of the Greensboro Police Department's vice squad was quoted in a newspaper as saying that there were between 300 and 400 users of heroin in Greensboro. He said that there was "a definite correlation" between the use of heroin and the substantial increase recently in serious crimes in Greensboro. And in Raleigh in the past year, arrests for narcotics and marijuana violations have increased almost 1,000 percent.

Although the drug abuse problem in North Carolina is concentrated in certain areas, please bear in mind that arrests for drug law violations have been made in about seventy-five of our 100 counties. And, reportedly, marijuana is being grown in about sixty counties. Drug abuse is a problem in both our urban and our rural areas.

In addition to the persons who have died from drug abuse, there are many persons who have been admitted to our state's four mental hospitals after misusing hard drugs. There are many persons who have been arrested and convicted on drug law violations. Some of these are now serving time in our state prison system. Quite likely, there are some persons in North Carolina who have suffered permanent damage to their brains and bodies from misusing dangerous drugs. In addition, there may well be some babies in our state who have been born with birth defects and chromosomal breaks. At least, this has happened elsewhere. Clearly, drug abuse is a problem in North Carolina.

The question naturally is, what are we doing about it?

Obviously, this conference, which is the first statewide conference on drug abuse, is part of our effort to cope with the problem.

As Representative Chris Barker[135] points out in the program, this "conference is not a solution to our problem, but we hope it will motivate a coordinated, innovative, statewide effort of enforcement, preventive education, treatment and rehabilitation." Representative Barker is, as you know, chairman of the North Carolina Legislative Study Commission on Use of Illegal and Harmful Drugs. He and the other ten members on the commission represent a broad cross-section of concerned citizens, including a teacher, a lawyer, a pharmacist, a student, several legislators, law enforcement officers, and others.

This commission was created by the 1969 General Assembly to make a study of the drug abuse problem in the state. It will report its findings to me and to the 1971 General Assembly. On April 30, the members of this commission plan to hold an "assessment seminar" in Charlotte on the drug abuse problem. It is hoped that similar seminars will be held in other localities across the state. The commission is willing to conduct as many seminars as the people of North Carolina want to have.

As chairman of the Southern Governor's Committee on Law Enforcement, Justice and Public Safety, I have proposed the establishment of a regional commission of southern states to deal with drug abuse, demonstrations, and other areas related to law, order, and safety. This proposal is currently under study.

Dr. Benjamin Britt,[136] formerly of the Department of Correction, has joined the Department of Mental Health to organize a narcotics and drugs treatment and rehabilitation program. Dr. Britt will gather information about how North Carolina and other states are coping with the drug abuse problem. He will evaluate

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[135] Christopher Sylvanus Barker, Jr. (1911-), registered securities representative from New Bern; B.S., United States Naval Academy; former professor of naval science; World War II veteran; member, House of Representatives, 1969-1973. *North Carolina Manual, 1971*, 664-665; *1973 General Assembly Roster.*

[136] Benjamin Earl Britt (1922-), psychiatrist from Raleigh; B.S., North Carolina State; premed, University of North Carolina, Chapel Hill; M.D., Duke; affiliated with Dorothea Dix Hospital in various capacities, 1958-1964; with North Carolina Department of Mental Health, holding various positions, since 1964; also affiliated in various ways with North Carolina Department of Correction through joint appointments made by the two agencies; director of drug abuse programs of Department of Mental Health since 1970; resigned May 31, 1973, to enter private practice. Information from office of Dr. Britt, October, 1971; *Biographical Directory of Fellows and Members of the American Psychiatric Association* (New York and London: R. R. Bowker Co. for the APA, 1968), 85, hereinafter cited as *Biographical Directory of Fellows and Members of the American Psychiatric Association*; *Raleigh Times*, March 20, 1973.

this information to determine what we should do and what we should not do. We badly need this research and evaluation.

In the Department of Public Instruction, a committee has been set up to devise more effective approaches to drug education in our public schools. If this is to succeed, then we must have well-trained teachers, teachers who know the facts about drugs. We must also provide up-to-date books, pamphlets, films, and other materials on the subject.

Among the other state agencies involved in coping with the drug abuse problem, there is, of course, the State Bureau of Investigation. Our SBI director, Charles Dunn,[137] and his staff of agents in the field and chemists here in Raleigh are working with local law enforcement agencies on this problem. I commend the SBI for its fine work.

The problem of drug abuse also is a matter of concern to our State Highway Patrol, which is having to contend with drivers under the influence of such combinations as beer and phenobarbital tablets.

In addition, the Department of Correction is involved, because it is responsible for the punishment and the rehabilitation of those drug violators who receive active prison sentences.

In addition to the work by various state agencies, much work is being done on the local level by civic, governmental, and professional groups. For example, all of the Kiwanis clubs in the state are participating in a program called "Operation Drug Alert" as part of an education effort to alert young people and adults to the dangers of drug abuse. In addition, there are a number of other civic groups active in this work, such as the North Carolina Pharmaceutical Association, its women's auxiliary, and its student chapter at Chapel Hill; the Exchange Clubs; Jaycees; PTA groups; the North Carolina Federation of Women's Clubs; the North Carolina Association of Professions; the Institute of Pharmacy at Chapel Hill; and the North Carolina Medical Society. I commend these and other groups for their fine work.

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[137] Charles Dunn (1934-), journalist and government official from Raleigh, native of Pennsylvania; A.B., University of North Carolina, Chapel Hill; in U.S. Army, 1957-1959; newspaperman prior to becoming legislative assistant to former Congressman Horace Kornegay and special assistant to Governor Dan Moore during his administration; appointed director of State Bureau of Investigation and assumed position January 3, 1969. *North Carolina Manual, 1971*, 585.

In some localities, groups have been set up with the specific purpose of coping with drug abuse and related problems. For example, the Drug Action Committee was formed in Chapel Hill. In addition to holding discussion meetings twice a month between parents and young people, this committee is sponsoring a project called Operation Switchboard, whereby drug abusers can get immediate counsel. In Greensboro there is a highly effective program called "Operation DAMN." This stands for drugs, alcohol, marijuana, and narcotics. In some of the large urban areas, such as Fayetteville and Charlotte, interagency units have been set up with the objective of coordinating the work of the various law enforcement groups. Clearly, then, much is being done both on the state level and on the local level to cope with the drug abuse problem in North Carolina.

This brings us to a second question: What are we not doing that we should be doing? For one thing, I think we should do more in the way of informing those who have an urge to get involved with the "drug culture" about North Carolina's Narcotic Drug Act. This act can be found in chapter 90, sections 86 through 113, of our General Statutes. Our laws governing drugs and narcotics are stiff. These laws are being enforced. Arrests have been made. They are being made. And they will continue to be made. Many of those who have been arrested have been found guilty and sentenced to active prison terms.

To me, the worst aspect of the drug abuse problem is that there are pushers who are in the business of making money harming young people. Pushers should be arrested, and, if they are found guilty, they should be punished severely.

In addition to enforcement, we need to step up our efforts in preventive education, treatment, and rehabilitation.

We must know what the various mind-influencing drugs are, and how they differ from one another, and what each kind of drug does and does not do. We must do as a good reporter is supposed to do and find out the who, what, when, why, and how of the problem. If we are to solve the problem of drug abuse, then we must approach the problem rationally and factually. Now is not the time for mass hysteria.

Much of the responsibility of coping with the problem rests with parents. For too long parents have, in effect, said to their children, "Don't do as I do. Do as I say do." This attitude is dead wrong. Parents must set good examples. They must not be hypocritical. Children and young adults are well aware of the dangers of alco-

hol, and nicotine, and birth control pills, and sleeping pills. They have been reared in a society obsessed with drugs. And they either remember or have read about the thalidomide tragedy. In short, they are nobody's fools. Parents must also spend more time with their children, and they must provide them with a variety of recreational opportunities. Parents must, in effect, prove that they really care. No longer can they just hand a child the car keys and some money and tell him to go out to the movies and have a good time and be home by eleven o'clock.

To the parents, teachers, ministers, doctors, pharmacists, nurses, law enforcement officers, and others who are concerned about the problem of drug abuse, I would urge that they observe the following six ground rules:

1. Keep your cool.
2. Listen to what children and young people are really saying.
3. Get the facts about drugs and share them with young people.
4. Be firm, yet fair, in disciplining young people.
5. Set good examples for young people.
6. Get outside help if it appears that a young person is actually becoming dependent or hooked on drugs.

Another cause of concern to me is that many people, especially young people, apparently look upon former drug users as heroes of a sort. We must, somehow, erase this dangerous and mistaken impression.

Your presence here today is proof to me that you are concerned about the problem of drug abuse and that you do want to have a part in curbing the problem. I hope that all of you will unite your efforts toward achieving this worthy goal.

Thank you.

QUARTERLY MEETING OF STATE BOARD OF CONSERVATION AND DEVELOPMENT

Winston-Salem, May 1, 1970

The governor discussed with the board a proposal for the proper use of Smith Island, the controversial island which had been the subject of a great deal of debate among developers and conservationists. Scott had learned of an option obtained by a group of North Carolina businessmen who had, on April 2, announced that the Carolina-Cape Fear Corporation planned to develop a $228

million resort on the island. Notice had been served to indicate the state's preference that the island not be developed but be acquired by North Carolina. Scott continued by reviewing facts relating to the matter, reporting on his announcement of April 7 that a study would be conducted by the Research Triangle Institute to determine best use of the island, assuming that the state acquired ownership.

The governor had also written to the vice-president and treasurer of the Nature Conservancy in Washington, D.C., requesting the Conservancy to purchase the island and hold it in trust for the state. Two days later it had been disclosed that Carolina-Cape Fear Corporation was attempting to sell lots for $25,000 each; at that time, an official of the company had expressed the belief that a bridge could be constructed to the island. Scott, after examining the sales contract of the corporation, found that prospective purchasers were told a bridge would be built by September 1, 1973.

On April 10 the director of the Department of Conservation and Development had reminded those considering land purchases that no bridge could be guaranteed by the state, that a dredging and filling permit would be needed to build a bridge or a ferry slip, and that dredging permits would be governed by protection of marine resources as well as the public interest. Prospective buyers were also reminded that the construction of a bridge would involve state property. The same day the Nature Conservancy representative replied to Scott that the Conservancy would buy the island and hold it in trust for North Carolina. Governor Scott then informed the owner of Smith Island that funds would be available and that the state would like to begin negotiations. Because the Carolina-Cape Fear Corporation had an option, the owner was in no position to negotiate with anyone.

The Carolina-Cape Fear Corporation officials had continued to promote sale of lots and encourage investment in the island. The map of the company, shown to prospective purchasers, included motels and apartments on a portion of land which was actually part of Fort Fisher territory, then under condemnation proceedings in the courts.

While Governor Scott reiterated his position that Smith Island should not be developed commercially, he also opposed the idea of leaving it in its natural state without any utilization, which would be a waste of a great natural resource. What was deemed the best course? The Research Triangle Institute study would proceed to catalog various uses, but Governor Scott suggested an alternative

for consideration: the formation of a nonprofit foundation similar to the Research Triangle Foundation, a foundation organized as a nonstock, nonprofit, benevolent, charitable, and educational corporation. The foundation would promote and foster scientific research and would complement the program being developed by the North Carolina Marine Science Council; it would be removed from the political scene, and its ownership would comprise North Carolina schools, colleges, and universities engaged in research in marine and biological sciences. Any profits would benefit the schools owning the foundation. The foundation would acquire the island, raising money by a special fund-raising campaign.

The governor's plan would have several advantages:

1. The matter of ownership would be removed from politics and government.
2. The plan would provide a great natural laboratory for marine research.
3. Businessmen and foundations would be willing to contribute to such a foundation as was proposed whereas they would not want to make contributions to the state for the purchase of the island.
4. Fulfillment of the plan would put North Carolina in the forefront as "a leader in this new frontier."

The governor credited former Governor Luther H. Hodges with the idea of the foundation and said he had agreed to serve as the initial chairman of its board of directors. Because the Scott administration had made arrangements to obtain funds from the Nature Conservancy, the plan could proceed. The governor felt that it would bring prestige to the state; it was only necessary to await the outcome of negotiations between the current owner and those holding the option before action could begin.

JEFFERSON-JACKSON DAY DINNER

Richmond, Virginia, May 23, 1970

Democrats were reminded by Governor Scott that they would be facing important decisions in the future, that the days of one-party politics in the South were no longer a reality, that competition was serious, and that unity and organization were essential. He called on the Democratic party to remain the voice of the people by encouraging organization at the local level.

The governor recalled the year 1948, when there were no Republican governors or senators and only two or three Republican con-

gressmen from the eleven states which had comprised the Confederacy. After the 1968 election the Republicans had two governors, four senators, and twenty-five congressmen in those eleven states. The governor of North Carolina also recalled 1958, when his state had had only one Republican representative in Congress, only one Republican state senator, and only four Republicans in the state House of Representatives. In the 1969 session of the General Assembly, there had been twenty-nine Republicans in the House and twelve in the Senate and four of the state's congressmen were Republicans. The chief executive noted:

> The seeds of two-party politics were sewn in the agriculturally rich, economically poor South by the new industrialization, by the dynamic period of social, economic, and cultural change in the South during and shortly after World War II. Republicans from other regions came South, and many of them were politically active. From this nucleus has grown an active, and organized, but still small opposition party in the South.



Scott, an active and ardent Democrat, is pictured in April, 1971, at a Democratic fund-raising dinner in Washington, D.C. Left to right, Moe Cummings of Asheville, the governor, C. C. Hope of Charlotte, and William M. Cochrane of Washington, D.C.

Governor Scott noted that the Republicans were well financed, that they had taken advantage of contemporary problems. What could be done? Three alternatives were suggested: (1) do nothing; (2) fight one extreme with another; (3) follow the road of moderation, adaptability, and flexibility. The Democratic leader proposed that either of the first two alternatives would be disastrous, but the third would show that the party had the ability to respond to the changing needs of the people. This philosophy would mean nothing without machinery to put it into action, machinery known as political organization. Governor Scott asked that attention be given to the people and to their neighborhoods. The Democratic party needed participation of individuals, needed to gather its strength from the grassroots. He expressed pride in the fact that the Democratic party could look ahead, knowing that the future was not a thing to fear, that sound progress was nothing to apologize for, and that the basic dignity of all people was nothing to scorn.

NORTH CAROLINA LIONS CLUBS' ANNUAL CONVENTION

Durham, June 8, 1970

[The governor took the opportunity, when he addressed the Lions Clubs, to talk about the seven proposed amendments to the state constitution. On May 29, when he met with the Governor's Committee on the Reorganization of State Government, he had discussed in detail the amendment concerning reorganization. The gist of that speech was incorporated in the address given on June 8 in Durham.]

In November there will be, as all of you know, another general election. At that time you will elect members of the 1971 General Assembly, representatives to Congress, county commissioners, sheriffs, judges, solicitors, and other officials. In addition you will vote on seven proposed amendments to our state constitution. Thus far, little has been said about six of these amendments. And that is why, today, I would like to acquaint you with each of them.

One amendment has to do with escheats, which refers to the property that accrues to the state from the estates of deceased persons with no heirs. For almost two centuries, this property has been earmarked for the University of North Carolina. The amendment proposes that the benefits of future escheats be made available to North Carolina students attending any public institution of higher education in the state.

Another amendment you will be asked to consider would make several significant changes with respect to taxing and borrowing, especially at the local level. One of these changes calls for the prohibition of the poll tax.

You will vote on another amendment pertaining to taxation. This one proposes that the General Assembly be authorized to fix the personal exemptions for income tax purposes. This would make it possible to allow joint returns by a husband and wife at the state level and would also limit the maximum tax rate to 10 percent.

Another amendment calls for a complete rewrite and editorial revision of our state constitution. There will be no basic or fundamental changes, however, just deletions of outdated language, reorganizations, and improvements in clarity and consistency of language.

Then there is an amendment which, if passed, would permit the General Assembly to convene a special session upon request of three fifths of the members of each house.

Still another amendment calls for abolishing North Carolina's literacy test for voters. The literacy test, due to the 1965 Voting Rights Bill and to a federal court decision, is already a matter of practical indifference in thirty-nine of our counties.

If the past is any indication, there will not be any great fanfare or hoopla over the merits of the constitutional amendments on the ballot this fall. Nevertheless, I hope that you and the other voters across our state will become familiar enough with the amendments in order that you may make an informed and intelligent decision about how to vote on each one. I support the passage of each of these amendments to our 100-year-old constitution.

I said earlier that you probably had not heard very much about six of the seven amendments. But I suspect that you have heard and read about the amendment calling for a major reorganization of state government. Because this amendment is of tremendous importance to every man, woman, and child in North Carolina, I would like to talk with you about it for the next few minutes and tell you why I think you should approve it. This amendment, if approved, will require the General Assembly to reduce the number of administrative departments, agencies, and offices in state government to twenty-five or less by July 1, 1975. There are, at present, 317 agencies, boards, and commissions in our state government. Each of these is a separate item in our budget. Each has its own distinct responsibilities. At times the functions and objectives of one agency overlap and duplicate the functions of another

agency. At times good coordination is lacking; and the result is inefficiency, lost motion, and wasted effort. For example, there are fourteen agencies in state government involved in rehabilitation, seven in education and training, eleven in institutional care, and ten which give financial aid to indigent or handicapped citizens.

Obviously, when many of our agencies, boards, and commissions were established, little or no thought was given to grouping them along functional lines to prevent overlapping and inefficiency. Little attention was given to long-range planning. Usually, what happened was that the legislature would be confronted with a pressing need. Funds would be appropriated and a new agency would be set up to take care of that need. This happened time after time, particularly in the past twenty-five years since the end of World War II, years of tremendous growth both inside and outside of state government.

By way of comparison, when my father left office in January of 1953, there were 173 state agencies, boards, and commissions. As I mentioned earlier, we have 317 today. Let me give you a couple of other examples which point out the tremendous growth that has taken place. In 1930 less than 3.2 million people were living in North Carolina. Today there are about 5.2 million. Forty years ago, the state's two-year, General Fund budget amounted to $39 million. Today, that figure is over $1.8 billion.

Our Department of Correction is allocated less than 3.5 cents out of each General Fund dollar. Yet that adds up to over $40 million for two years—more than our entire General Fund budget forty years ago.

During the last session of the General Assembly, all of the legislators faced up to the fact that state government has grown bulky and unmanageable. They recognized the pressing need to reorganize agencies and consolidate functions. It is a rare occurrence for every single one of our legislators to be in complete agreement on something. But that was exactly what happened during the last session when the legislators voted *unanimously* to submit the amendment on reorganization to you, the voters, this coming November.

If the amendment on reorganization is approved, I, as governor, will be required to recommend a workable plan to the next session of the General Assembly. Since the last legislature adjourned, a thorough study of state government has been under way to determine how the proposed reorganization might best be implemented. In addition to that study, fifty dedicated citizens from across the

state have consented to assist me in preparing proposals to recommend to the next legislature. This fifty-member committee on reorganization held its first meeting in Raleigh about ten days ago. At that time, I asked them to probe, and analyze, and study the functions, objectives, and programs of every agency, board, and commission in state government. I am grateful to the members of this committee for their help. The committee includes, as ex officio members, my three living predecessors: Governor Hodges, Governor Sanford, and Governor Moore. Each of these men recognizes the acute need that exists for reorganization in state government.

The proposed reorganization, I think, will accomplish at least eight very significant and appropriate goals:

1. It will bring essential groups of programs and services into clear, coordinated relationship to each other.
2. It will help balance the workload and responsibilities of the department heads.
3. It will ensure a more continuous and uniform review of program performance.
4. It will bring to light overlapping and obsolete functions which need restructuring.
5. It will consolidate many related activities that are now independent and fragmented into single structures.
6. It will transfer selected functions to more appropriate settings.
7. It will provide the governor with an organizational structure which is an adequate and effective tool for the administration of the complex affairs of government.
8. It will enhance communication between the various departments in state government and between state government and the people it serves.

In a nutshell, modernizing and streamlining the structure of state government will enable us to provide, more economically and more efficiently, the services that our people need, deserve, and expect.

As I said at the first meeting of the fifty-member committee, the proposed reorganization of state government is no gimmick. Nor is it change just for the sake of change. It is a serious effort to improve a structure that almost desperately needs to be improved. No doubt, there will be some who will be skeptical about reorganizing state government. They may say, "It just can't be done," or worse still, "It should not be done." I would remind these skeptics of the old saying, "Nothing ventured, nothing gained." This is the

first time that a major streamling of state government has ever been ventured in North Carolina. I am convinced that the proposed reorganization not only *can* succeed, but that it *will* succeed because it *must* succeed.

Thank you.

NORTH CAROLINA BAR ASSOCIATION

Myrtle Beach, South Carolina, June 19, 1970

[Governor Scott, speaking on June 19, 1970, at the seventy-second annual meeting of the North Carolina Bar Association, called for assistance from the bar in bringing about prison reform. A few weeks later, on August 27, announcement was made of the favorable response of the bar. On that occasion Bar President J. Mack Holland, Jr., announced the formation of the North Carolina Penal System Study Committee, made up of twenty prominent lawyers from various fields of the legal profession. The Smith Richardson Foundation, Inc., of Greensboro granted $15,000 to aid the committee in its study. At that time the governor thanked the foundation, not only for this grant but for its earlier financial support of the bar's study of the court system, a study which had resulted in the reorganization of the courts. The foundation's president, John W. Red, presented the check to the chairman of the bar committee.

Still later, on February 12, 1971, the governor appeared before the North Carolina Penal System Study Committee to request it to broaden its work to include a study of conditions in the juvenile correction system.

On March 15 Governor Scott accepted the interim report of the Penal System Study Committee. He had directed the commissioner of correction, Lee Bounds, to implement recommendations which could be carried out administratively. As to the strengthening of the probation program, Scott urged adoption of the Advisory Budget Commission's request for twenty-two additional probation officers during the 1971-1973 biennium and asked that all probation officer positions authorized by the 1969 General Assembly be filled. The proposal for single-cell quarters for inmates was in accord with capital improvement requests which the Advisory Budget Commission had recommended to the legislature, and the governor urged approval of those requests. He also favored appropriate action to reduce the number of prisoners working on the highways of North Carolina so that more inmates could enter the work release program and thereby earn funds which would help provide for their families. Scott promised to instruct the state personnel director to review the pay schedule for custodial personnel and submit a recommendation concerning the upgrading of those schedules. He reported that the Bar Association had agreed to continue its study of the entire correction system, including the juvenile correction system. Though Governor Scott reported on only portions of the recommendations, he said he concurred in all of them. He concluded with the comment, "I foresee rays of light and hope filtering into the dark recesses of a system where men live without freedom."

More than a year passed before the "Report on North Carolina's Juve-

nile Correction System" was presented to the governor. On May 1, 1972, he accepted the report and announced that he was setting machinery in motion whereby the goals outlined therein could be achieved. The governor promised to take steps which would ensure effective responsiveness on the part of the Department of Youth Development to the needs of young people in trouble. He said he was asking the Governor's Advisory and Review Committee to the Juvenile Detention Study to follow up on recommendations and to carry forward the study where necessary.

Scott's initial speech of June 19, 1970, is given below.]

It is indeed a pleasure to be with you this evening and to take part in this the seventy-second annual meeting of the North Carolina Bar Association. I commend you for your many contributions and accomplishments over the years to the legal profession and the people of North Carolina. I was informed recently that perhaps no other state bar has contributed so greatly to its people. Your continuing legal education program, your practical skills courses for new attorneys, your various seminars, and the construction of the North Carolina Bar Foundation are shining examples that this reputation is merited and well deserved.

I would like to "plead a case" before you tonight. I had some reservations about this at first; for, being a layman, I might be subjecting myself to indictment for unauthorized practice of law under North Carolina statutes. I thought about calling upon Chief Justice Bobbitt[138] for a "waiver," but then realized I would be speaking in South Carolina. So I decided to go ahead with my plans, and if worse comes to worse, I can always call on my good friend, Governor Bob McNair,[139] for a pardon. I would ask you to sit as judge and jury tonight as I present the evidence—some eyewitness, some hearsay, some direct, and some circumstantial. You can sift the good from the bad, the competent from the incompetent, and render your verdict to the people of North Carolina.

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[138] William Haywood Bobbitt (1900-), lawyer and supreme court justice from Raleigh; A.B., law school, University of North Carolina, Chapel Hill; superior court judge, 1939-1954; associate justice, North Carolina Supreme Court, February 1, 1954-1969, chief justice since November 13, 1969. *North Carolina Manual, 1971*, 605-606.

[139] Robert Evander McNair, Jr. (1923-), lawyer and governor from Allendale, South Carolina; A.B., LL.B., University of South Carolina; member South Carolina House of Representatives, 1951-1962; lieutenant governor, South Carolina, 1962-1965; governor, 1965-1971. *Who's Who in America, 1972-1973*, II, 2133; Luman H. Long (ed.), *1972 Edition, The World Almanac and Book of Facts* (New York: Newspaper Enterprise Association, Inc., 1971), 785.

Not long ago the phrase "benign neglect" was brought to our attention concerning a problem facing our nation today. I want to talk to you tonight about a problem area where not only benign, but malignant, neglect has occurred in North Carolina (and other states) with tragic and, in some instances, inhumane results.

The United States Joint Commission on Correctional Manpower and Training, in an eighty-page report which was three years in the making, recently reported that "The national affliction of crime in the streets could best be described as crime in the prisons. Our crime rate will continue to worsen until our prisons undergo fundamental reforms."

This commission included representatives of ninety-five private and public agencies involved in the penal field. Its report revealed that 66 percent of the 200,000 inmates in state and federal prisons are "repeaters" and concluded as follows:

> The public and their legislators must understand that there can be no solution to the problem of repeating offenders as long as harsh laws, huge isolated prisons, token program resources, and discriminatory practices that deprive offenders of employment, education, and other opportunities are tolerated.

Chief Justice Warren Burger[140] of the United States Supreme Court discussed this problem in a recent address. I read this with much interest and commend it to each of you. In essence, the chief justice feels that our system of criminal justice has failed to give adequate attention to the correctional system and that this has directly contributed to our highest crime rate in our 200 years of existence. He does not feel that all punishment is useless and that prisons should be abolished. *Neither do I!* But he does advocate, and I agree, that efforts should be made to afford those imprisoned the opportunity to correct their lives and mend their ways. In this day of ecology, he very aptly states that the return of offenders to everyday life without correction or any rehabilitation is a "true pollution of society."

I accepted the challenge recently to visit Central Prison and other facilities in Raleigh and see firsthand the conditions which exist and get a small taste of what prison life is like. Believe me, I

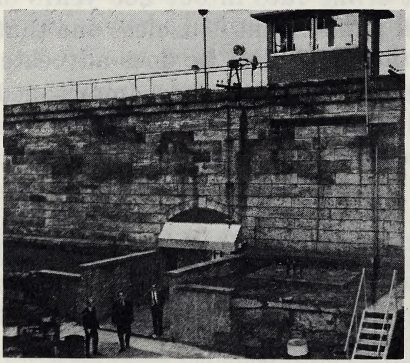
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[140] Warren Earl Burger (1907-), lawyer and judge from St. Paul, Minnesota; LL.B., St. Paul College Law School; Doctor of Laws, Mitchell College of Law; former practicing lawyer, law teacher, and United States assistant attorney general; judge, U.S. Court of Appeals, 1956-1969; chief justice, U.S. Supreme Court, since 1969. *Who's Who in America, 1972-1973*, I, 436.

was deeply impressed and moved with what I saw. It's a lot different to "see" than to "read" a mere report or speech. However, I can tell you without reservation that the above report and speech referred to have much more meaning to me after my visit. Let me share with you just a little of what I observed and learned.

I saw the inmates at work cooking, making license tags and highway signs, and printing (the print shop is probably the best training for future use). This is good, but as the day continued, I learned that other trades they learn or improve upon while in the system are how to lie, to cheat, to steal; to assault, murder, or rape; and to bribe, defraud, and corrupt. In other words, putting them behind bars does not prevent other criminal acts—in many cases it promotes and increases such behavior. This results from lack of adequate facilities and personnel. A good job is being done with what we've got, but much more is needed.

I visited the chapel inside Central—it's a beautiful building, but its beauty dimmed when I was told that it was used for sex orgies during the 1968 riot—that not many inmates attend and often those that do, do so only to be able to hold hands in the pews—and that it is used as a hiding place for various weapons. I observed some of the most hardened criminals who only leave their cells three times each day—to walk to and from meals through screened walks similar to cattle runs. I viewed the cellblocks; and it was obvious that present facilities do not allow sufficient observation, control, and supervision—thus crimes by inmates against each other are uncontrollable.





The governor's visit to Central Prison on June 7, 1970, was a historic occasion. Left, Scott is shown near the prison wall; Lee Bounds is at his right. Right, the governor, Mr. Bounds, and others are inside the prison. (Photographs by Hal E. Rericha, staff photographer, State Department of Correction, used with permission of Mr. Rericha.)

I walked death row and visited the gas chamber. Three hundred and sixty-two persons have been executed in North Carolina—two of these were women, and most of the rest were comprised of the less fortunate in life and those unable to afford competent and skilled attorneys. I was surprised to see that the chamber contains two chairs, not one. It seems that back in the early years so many executions were carried out that two chairs were needed. Five died in one day, I was told, and one husband and wife team died together. I believe that we need quick, sure, and adequate punishment; but I just feel there is some better way than taking a life so cruelly.

I walked the walls of Central—visited each of the lonely guard outposts and learned that only the most dedicated hold these jobs because of long hours, low pay, monotonous duty, and threat to life involved. It was also evident that with growth and expansion over many years, the outposts are not now suitable for proper observation and control, thus encouraging attempts at escape—and if they get to the guard, he's a goner because he's all alone on the wall with nowhere to go.

I learned a lot about the system upon being told of the young escapee who ran to keep from being raped by a fellow inmate; the young man who was stabbed to death because he refused sexual advances; the inmate who was killed over a domino game by an emotionally unstable cellmate; the inmates who cut or attempt to hang themselves to get out of the cellblocks and thereby avoid crimes against their person (some even spit in the guard's face or attack him to accomplish this); the inmate who was forced to stab his best friend just to prove himself and be accepted by the "leaders."

Yes, a lot can be learned by such a visit. After the hours of touring the cellblocks, climbing the stairs, and walking the walls, I was quite tired and felt a sense of relief upon leaving the walls and walking outside the gates. The sun seems much brighter, the grass looks much greener, the air smells much fresher, and my steps became much lighter on the outside of those walls.

I want to call upon the 2,900 members of the North Carolina Bar Association to become concerned about and involved in the improvement of the correctional system in our state. I want to challenge you to visit the prisons and see for yourself what I have tried to relate tonight. Many attorneys register with our secretary of state under North Carolina law and act as lobbyists for various clients before the legislature. I ask you as individuals and as a group and association to register with the people of North Carolina and lobby for better and more modern facilities in our state.

I know of no group more qualified for such a task. You possess the skills and abilities to constitute a powerful lobby which could get things done. You could render a great service to society by seeking to improve and remedy the conditions under which we are many times turning out criminals more embittered and hardened than when they entered.

As solicitors, judges, and defense attorneys, your members are directly involved in the placement of inmates in our institutions. All I am asking you to do is not to forget these human beings when all avenues of legal recourse seeking their release have been exhausted.

We are now in the final stages of a complete revamping of our judicial system. Much credit for this lies with your association's support, and the fine chairmanship of the Courts Commission by your distinguished president and my good friend, Senator Lindsay Warren, Jr. Perhaps it would be good to seek the creation of a similar commission concerned with the correctional system, where it now stands, and where we want to go. Your ideas, suggestions, and consideration of this and other alternatives would be welcomed. The time has come for us to step forward and see what can be done.

We are making some progress in North Carolina. A new $1.3 million mental health center at Central is under way; a new multistory structure is under construction in Morganton; several units are being renovated.

We have a good work release program; study release is being tried with good results; and the Wake Advancement Center is something to be proud of. We also have many dedicated employees doing their best with the resources available. But much remains to be done. With your energy, efforts, and resources, our problems can be examined, studied, and solutions proposed for future progress by some of the keenest minds in North Carolina. We can be a leader—not a follower in this field.

In summation, and as my closing argument, I am tonight asking the North Carolina Bar Association *To Be:*

The Bar that *cares about* the "Bars,"
The Bar that *visits* the "Bars,"
The Bar that *studies* the "Bars,"
The Bar that *improves* the "Bars,"
And, Yes, Maybe, Perhaps Someday, *Even*
The Bar that *removes* the "Bars."

With this, I rest my case.

The final verdict is up to you!

CHRISTENING OF TWO FERRIES: THE *HERBERT BONNER* AND THE *OCRACOKE*

James City, June 26, 1970

[In his speech on the occasion of the christening of the *Herbert Bonner* and the *Ocracoke*, Governor Scott referred to the plan to connect Minnesott Beach and Cherry Point with a ferry upon completion of the Emerald Isle Bridge. His hope became reality; on April 22, 1972, he spoke when the Minnesott-Cherry Point Ferry Service was dedicated at Minnesott Beach in Pamlico County.]

Speaking at the New Bern Shipyards the governor reviewed the importance of ferries in the overall system of transportation in North Carolina. The State Highway Department operated eight ferry runs, including two fresh-water ferries in Bladen County which crossed points on the Cape Fear and Black rivers, and six ferry runs which made up the Ferry Division of the Highway Department. The latter operation included sixteen boats, referred to



The Hatteras Ferry crew presents the Governor's Pennant to Scott in the summer of 1970.

as "North Carolina's Navy." The ferry with the least traffic transported schoolchildren from Knox Island to Currituck and back each school day. The five-mile ferry trip saved thirty-five children

from having to ride up into Virginia and back—a round trip of seventy miles. The two new boats were to be used on the ferry run from Hatteras to Ocracoke. At the southern end of Ocracoke was the docking facility for the ferry from Cedar Island, a two-hour trip across the Pamlico Sound. Farther down the coast, in Carteret County, was the Bogue Sound to Emerald Isle ferry, the busiest in the "navy," which was to be discontinued when a bridge was built across the sound. In Brunswick County, Fort Fisher was served by a ferry from Southport, the only one not operated during the winter. The only charges in the vast network of highways, bridges, and ferries in North Carolina were those for the Fort Fisher and Cedar Island ferries. The newest ferry in the system was in Beaufort County, from Bayview across the Pamlico River. The governor expressed hope that another ferry, connecting Minnesott Beach and Cherry Point, would be put in operation upon the completion of the Emerald Isle bridge.

The cost of operating the ferry system was in the neighborhood of $2 million. In 1969 more than 1.5 million people and nearly .5 million vehicles were transported, and the traffic was almost 20 percent higher for the first half of 1970 than in the preceding year.

The governor expressed appreciation for the work of the New Bern Shipyards which had built five ferry boats for the state and was in the process of building four others. Governor Scott ended his remarks by citing examples of various work which had been done to upgrade the system of highways in the eastern part of North Carolina. After quoting laws on the subjects of public roads, ferries, and bridges from the late 1600s, 1715, and 1764, Scott said the state was still following the tradition of providing adequate facilities "for the use and ease of the inhabitants."

SOUTHEASTERN ASSOCIATION OF TAX ADMINISTRATORS

Asheville, July 20, 1970

Speaking to the twentieth annual conference of the Southeastern Association of Tax Administrators, the governor commented on the preciseness required in tax work. Because his listeners were acutely conscious of the need for accuracy, Scott reported there were indications that certain statistics were inaccurate.

Correct census information was vital. Legislative and congres-

sional reapportionment and many federal, state, and municipal programs involving financial aid were based on census figures. The governor wondered whether or not the 1970 census had counted everyone; for the first time census takers had not visited each household but had initially relied on mail replies to questionnaires. Governor Scott suggested that the Census Bureau consider several alternatives: returning to the old system of having census takers visit each household; conducting the census every five years; or establishing a method of cross-checking whereby each person would be given a Social Security number at birth and each change of address would be reported to the Census Bureau, thereby maintaining an accurate count at all times.

The governor expressed hope that the final 1970 figures would show that the out-migration from North Carolina, which had occurred in the preceding two decades, was about to end. He added a note concerning the population explosion, which he felt had to cease, saying that a population count less than originally estimated would not be a matter of great concern. Scott called for progress, defining it to mean a clean and healthy environment, planning, and livability; the emphasis had shifted from "quantity" to "quality."

NORTH CAROLINA SCHOOL SUPERINTENDENTS' CONFERENCE

Wilmington, July 21, 1970

The history of educational progress, according to Governor Scott in his opening remarks to the North Carolina School Superintendents' Conference in Wilmington, involved laymen, administrators, teachers, and state leaders. The story of educational progress in North Carolina had no ending.

What were some of the dreams which had become realities? The school year had been lengthened to nine months; summer courses had been offered; the twelfth grade had been added; there had been substantial reductions in the dropout rates; the teacher-pupil ratio had been reduced; programs in teacher preparation and certificate renewal had been continually refined; there had been consolidation of schools and merger of administrative units; there had been increased services available to students, such as library and health service, and psychological testing, counseling, etc.; physical facilities had been improved; the eleven programs

in special education had been expanded; teachers' salaries had been increased and working conditions improved; eight pilot kindergarten centers had been established; improvement had been made in vocational education programs; educational programs beyond the high school, particularly technical institutes and community colleges, had been provided. These examples indicated educational progress in North Carolina.

But the story of progress would be incomplete without mentioning the arts, the governor said. In the Division of Cultural Arts of the Department of Public Instruction there had been renewed emphasis on student involvement in creative endeavor, with leadership being given through the School of Arts in Winston-Salem.

Perhaps the greatest challenge was that of demonstrating creative, accountable leadership in the local communities. Schools needed men of intelligence and courage to implement ideas and win respect of school boards, faculties, students, and other citizens. The governor was convinced that "dreams and plans for relevant programs of education are paralleled by . . . intelligence, . . . integrity, and . . . convictions" of those in positions of leadership. Attitude toward problems characterized the degree to which a superintendent could be called a creative leader. An innovative superintendent would foresee problems and take steps to keep them from getting out of hand; his opposite would wait for problems to happen and then be forced to act. The governor observed that North Carolina could move forward only to the degree that its public schools were led by educational statesmen.

Scott predicted doom for the administrator who worried about survival. Citizen anxiety, social problems, pressures, and lack of resources should not cause the administrator to give up. The governor raised questions concerning the coordination of educational activities by local, state, and federal agencies; about responsibility of superintendents for initiating improvement; about planning; about use of resources. Scott said that "Seeing where others do not see constitutes vision, and this indeed, is a major ingredient in leadership." It was the obligation of superintendents, he added, to open doors and lift the sights of their associates, as well as to try to ignite enthusiasm and encourage participation on the part of the citizens.

Education was called "the bedrock on which we must build." Governor Scott said North Carolina had the resources to become a giant in all of its major endeavors if those resources were effec-

tively utilized. The challenge of the superintendents was the greatest "and the most awesome responsibility facing any body of leaders in North Carolina." The degree to which they accepted these responsibilities with "energetic and intelligent determination" would determine the destiny of the people of North Carolina.

GRADUATING CLASS OF EAST CAROLINA'S FIRST INSTITUTE OF CORRECTIONAL ADMINISTRATION

Greenville, August 4, 1970

Governor Scott recalled his visit to Central Prison and other correctional facilities in Raleigh the preceding June. He also referred to the challenge he had extended to the members of the North Carolina Bar Association, a challenge to become involved in the improvement of correctional systems in North Carolina. Many individuals and groups had responded to the open invitation to learn about the state's correctional system and to become involved in efforts to improve its effectiveness and efficiency. The previous December Governor Scott had met with President Jenkins,[141] Lee Bounds, and others for the purpose of discussing ways in which East Carolina University could contribute to the development of a top-flight correctional system for the state. As a result of the conference a grant had been secured from the Law and Order Committee, and East Carolina University was thereby enabled to prepare for the inauguration of a program which would lead to a degree in correctional science or administration. In the meantime, a ten-week institute was held, with the governor addressing its graduating class. To members of the first Institute of Correctional Administration Scott expressed hope and faith that the program would move ahead while plans were made for an "even brighter tomorrow." The speaker reported that North Carolina had previously sent its students in correctional administration to the American University in Washington, D.C. The ten-week program had been moved from Washington to Raleigh, from an out-of-state university to an in-state university, and

[141] Leo Warren Jenkins (1913-), college president from Greenville, native of New Jersey; B.S., Rutgers; M.A., Columbia; Ed.D., New York University; World War II veteran; former teacher; affiliated with East Carolina University since 1947, president since 1960. *Who's Who in the South and Southwest, 1971-1972*, 315.

twenty had been trained instead of the one who would have participated in the Washington program.

[On June 9, 1972, Scott again addressed graduates of the Institute of Correctional Administration. By that time over 100 key members of the state correction service had completed the course at East Carolina. As a result, all of the regional superintendents and most of the unit superintendents had a common base of knowledge and skills.]

"THE SOUTH IN PERSPECTIVE"

ADDRESS PRESENTED AT THE CHAUTAUQUA INSTITUTION

Chautauqua, New York, August 20, 1970

[The following address dealt with the South as a whole, but Governor Scott used North Carolina as an example to illustrate many of his points. This paper was footnoted; all footnotes to this speech, except number 151, were included in the original copy of the address furnished by the governor's office.]

First, let me express my deep appreciation to you for asking me to speak to you tonight. I have looked forward to this occasion for several months, especially because my pastor, the Reverend Don Campbell, who has been vacationing here for years, has told me so much about Chautauqua and the fine people who visit here every summer.

It is interesting to note North Carolina's several connections with Chautauqua. For example, the book *Three Taps of the Gavel* states, "There is some evidence that a tribe of Indians, the Chatakas, a branch of the Tuscaroras, came north from North Carolina to join the Iroquois and named the little lake for themselves."[142]

It is said that a Methodist bishop from my state once visited Chautauqua and expressed a desire for "such a place in the South. . . ."[143] The outgrowth of his idea is the World Methodist Center, Lake Junaluska Assembly, in the western part of North Carolina. Earlier this summer, in July, you heard the pop singer, Oliver,[144]

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[142] Alfreda L. Irwin, *Three Taps of the Gavel: The Chautauqua Story* (Westfield, New York: Westfield Republican, 1970), 11.

[143] J. Manning Potts to Ralph McCallister, August 11, 1970, contains a reference to this statement being found in early records of Lake Junaluska.

[144] "Oliver to present of 'evening music,' " *Chautauquan Daily* (Chautauqua, New York), July 13, 1970.

a native of North Wilkesboro, North Carolina. His full name, by the way, is William Oliver Swofford.

I bring you greetings from two men associated with the University of North Carolina at Chapel Hill. Mr. Walter Spearman, who teaches in the School of Journalism, was in charge of the Writers' Workshop and lectured here in the late 1950s and early 1960s. Mr. Ralph McCallister, who was director of the Chautauqua Institution from 1944 to 1961, is now consultant to the School of Medicine on the development of a new curriculum.

For many years there has been a lot of good-natured bickering over the relative merits of the South and the North. One night back in the early 1950s, some of us GI's were arguing about this in the army barracks at Fort Jackson, South Carolina.

None of us had any love for Fort Jackson, which is rather famous for its sun, pine trees, sweat, and mean sergeants. The boys from the North had some choice, unmentionable words for the place, and there for a while, it looked as if those of us from South would lose the argument.

Then, some fellow—he must have been from Florida—up and said, "Well, whoever heard of retiring to the North?"

That saved the day for the South.

The South is, indeed, an attractive place for retired people to spend their golden years and for all people to visit. For a number of years, surveys have shown that the South is the nation's top travel destination. Once we southerners talked about picking cotton. These days we find it far more profitable to let machines pick the cotton while we "pick" tourists from the North. To each of you, we say, "You all come to see us." And we don't mind if you bring your golf clubs in your carpetbags. Seriously, we in the South do welcome you to come and see, firsthand, for yourselves, what our section of the country is really like. As the saying goes, "Seeing is believing."

As your program indicates, my subject tonight is, "The South in Perspective." It should be made clear, at the outset, that the South, as defined by the Census Bureau, is an enormous region, enormous both in population and area. The South includes one fourth of this nation's land area and nearly one third of its population. To give you some idea of the size of the South, let us consider my state capital, Raleigh. Raleigh is nearer, by air, to New York City than it is to Nashville, the capital of our neighboring state of Tennessee. It is nearer to Chicago and Montreal than to Memphis, Tennessee. It is nearer to Chicago and Montreal than

it is to New Orleans, Louisiana. Because of the South's enormous size and population, few people are intimately acquainted with each of its sixteen states, plus the District of Columbia, which make up the South as defined by the Census Bureau.

Certainly I do not claim to be an authority on all parts of the South. But I do claim to be somewhat of an authority on, and a leading advocate of, one part of the South, namely North Carolina. I am deeply proud of North Carolina and admit that what you hear tonight will, in large measure, be "The South in Perspective," as viewed by the governor of a southern state who fully believes that his state ranks in the forefront as a leader of its neighboring states. Others share my belief. Consider what the late V. O. Key, Jr., said about my state in his book, *Southern Politics:*

> The prevailing mood in North Carolina is not hard to sense: it is energetic and ambitious. The citizens are determined and confident; they are on the move. The mood is at odds with much of the rest of the South—a tenor of attitude and of action that has set the state apart from the neighbors. Many see in North Carolina a closer approximation to national norms, or national expectations of performance, than they find elsewhere in the South. In any competition for national judgment they deem the state far more "presentable" than its southern neighbors. It enjoys a reputation for progressive outlook and action in many phases of life, especially industrial development, education, and race relations.[145]

What Mr. Key said about my state was written more than twenty years ago, but I submit that what he wrote is just as true today as it was 1949. North Carolinians do not run around proclaiming that we are better than folks in other southern states. Rather, the difference between us and our neighbors is, as Gerald W. Johnson put it, that North Carolinians "are not governed exclusively by their emotions but, in part at least, by their reason."[146]

The story is told about what the late Gregg Cherry, who preceded my father as governor of North Carolina, told Strom Thurmond back in 1948 when the man, who is now the senior senator from South Carolina, was running for president on a third-party, Dixicrat ticket, and asked Cherry to support him. Supposedly, Governor Cherry's reply went something like this, "Well, Strom, I like you. But, I'm no damn fool over you."

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[145] V. O. Key, Jr., *Southern Politics* (New York: Alfred A. Knopf, 1949), 205.
[146] Gerald W. Johnson, "Tar Heels—Why They Are Like They Are," *News and Observer*, June 21, 1959, E-1.

In recent years, many historians and writers have become almost obsessed with the South, examining it, dissecting it, trying to explain it. Some have apologized for it; others have defended it; still others have taken a stand somewhere in between. Some of these students of the South have come quite close to capturing its essence, at least, its essence up until recent years.

For example, C. Vann Woodward, a native of Arkansas who is now professor of history at Yale, wrote:

> The Southerner has known scarcity and want in a land of plenty; he has known failure and defeat in a land that glorifies success; he has known sin and guilt amid the legend of American innocence; and he has been rooted to a sense of place and belonging among a people given to abstraction.[147]

Another historian, the late Francis Butler Simkins, put it this way, "The South is an attitude of mind and a way of behavior just as much as it is a territory."[148] And then there is another view, with which I happen to disagree. This view is expressed in the late William Faulkner's novel, *Absalom, Absalom!* In the book, a Mississippian and a Canadian are talking about the South, and the Mississippian says, "You can't understand it. You would have to be born there."[149] I believe that anyone who goes to the South and stays there for at least a week can understand it just as well as we natives do. At the same time I do not think that anyone can fully understand or appreciate the South, much less pass judgment on it, simply by reading and hearing news reports about it.

It is most regrettable to me that so many citizens who live outside the South have been conditioned to expect only reports of violence, injustice, and poverty in the South. For too many years the South has been the nation's number one "whipping boy." To quote Professor Woodward again, "The South has long served the nation in ways still in great demand. It has been a moral lightning rod, a deflector of national guilt, a scapegoat for stricken conscience."[150]

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[147] George B. Tindall, "Today's South: Old Marse Doesn't Live Here Anymore," *Chapel Hill Weekly*, September 19, 1962, 5-D, hereinafter cited as Tindall, "Today's South," quoting C. Vann Woodward's essay, "The Search for a Southern Identity."

[148] Francis Butler Simkins, *A History of the South* (New York: Alfred A. Knopf, Third Edition, 1963), ix.

[149] William Faulkner, *Absalom, Absalom!* (New York: Random House, Modern Library Edition, 1951), 361.

[150] C. Vann Woodward, "From the First Reconstruction to the Second," *The South Today*, edited by Willie Morris (New York: Harper and Row, 1965), 14.

Over the years, a number of conflicting myths and oversimplified images about the South have been created and perpetuated. Today these stereotyped, preconceived notions seem to be ingrained in the minds of many. What are some of these conflicting myths and oversimplified images? One is the romantic image of the "Plantation South," the antebellum land where chivalrous men and virtuous women whiled away their time sipping mint juleps. There is the image of the "Demagogic South," as exemplified by the late Theodore Bilbo[151] of Mississippi and others. There is the image of the "Lazy South," as portrayed in Erskine Caldwell's novels. Many other images and catchwords about the South come to mind, such as: the "Uncle Tom," or "Booker T. Washington South"; the "Folklore South"; the "Bible Belt," or "Fundamentalist South"; the "Isolated, Homogeneous South"; the "Fighting" or "Defiant South"; the "States' Rights South," or the South of the "Southern Way of Life"; the "Populist South"; the "South of Jazz and Blues"; the "Anglo-Saxon South"; the "Solid," or "One-Party South"; the "Liberal South" of the interracial movement; the "Mind of the South"; the South that seceded from the Union and then was devastated, if not ruined, by the Civil War, Sherman's March and Reconstruction; the South that was set back by an economic depression in the 1890s and by another in the 1930s.

As Dr. George B. Tindall, professor of history at the University of North Carolina at Chapel Hill, pointed out, ". . . the South has been the subject matter for a diversity of paradoxical myths, all of which have a basis in reality and all of which doubtlessly have had their true believers, but all of which have reflected at best a partial truth."[152]

If, at this point, you are thinking that there must be "many Souths," you are right. There are, indeed, many more "Souths" than the ones I have mentioned. These additional "Souths" are somewhat different, though, in that they exist fully in fact and not partly in myth.

There is, for example, the "Space Age South," which includes the launching pads at Cape Kennedy in Florida and NASA's

[151] Theodore Gilmore Bilbo (1877-1947), U.S. senator from Mississippi; educated, University of Nashville and Vanderbilt Law Department, University of Michigan; teacher and lawyer; member, Mississippi Senate, 1908-1912; lieutenant governor, Mississippi, 1912-1916; governor, 1916-1920 and 1928-1932; member, United States Senate, 1935-1947. *Who Was Who in America*, Vol. 2, *1943-1950*, 62.

[152] Tindall, "Today's South," 4-D—5-D.

Space Center in Houston, Texas. The "Space Age South" traces its origin, incidentally, to Wilbur and Orville Wright's historic first flight on the Outer Banks of North Carolina shortly after the turn of this century.

Closely allied to the "Space Age South" is the "Defense-oriented South." Army posts and Air Force bases are located all over the South; four major ones are in North Carolina alone. Along with these military installations are a number of atomic energy plants, such as the ones at Oak Ridge, Tennessee, and at Aiken, South Carolina, and a number of industries, such as Western Electric and Lockhead, which depend heavily on defense contracts.

Then there is the "South of diverse topography": the everglades of Florida, the bayous of Louisiana, the delta and the hills of Mississippi, and the Coastal Plains, Piedmont, and Appalachian Mountains which run north-south through several states.

There is the "South blessed with material assets." It is the only region in this country that fronts the sea on two sides. It has one third of all the good farm land in the nation; it has two thirds of all the land in our country where the annual rainfall is more than 40 inches. The South produces up to 65 percent of the nation's petroleum, nearly half of the usable clay, over half of the coal, three fourths of the natural gas, and 100 percent of the bauxite and naturally occurring sulphur.

There is the "South of economic diversity." You will find, for example, oil rigs and cotton fields in Texas and Louisiana, coal mines in West Virginia, tobacco production and manufacturing in North Carolina, textile and furniture manufacturing in many southern states.

In addition, you will find bustling seaports, and well-established banking, insurance, and other commercial institutions. You will find food processing, and the manufacturing of plastics, electronics, containers, gas pumps, bricks, dyes, drugs, paints, air filters, and many other products.

There is the "Agrarian South," which is alive and well, although a far sight removed from the days of picking cotton and milking cows by hand. Today machines do these jobs. Over the years new machinery, better fertilizers, and other factors have caused a mushrooming in our crop and livestock production. Accompanying this has been a steady farm-to-city migration. One effect of this migration is that the South today is considerably more urban than it is rural. Another effect is that the gap in in-

come between the South and the rest of the nation is rapidly closing.

In 1940, for example, North Carolina's per capita income amounted to less than half of the average per capita income for the nation. In 1950 my state's per capita income was up to slightly less than 70 percent of the national average. In 1960 it was slightly above 70 percent. The closing of the gap continues. Last year, while the national per capita income rose 7.6 percent, North Carolina's rose 8.7 percent. And as the nation's income rose 8.7 percent, North Carolina's rose 10.3 percent. Today, my state's per capita income amounts to slightly less than 80 percent of the national figure. We are still behind, but we are clearly catching up.

Moving on, there is the "South of Tourism," which offers leisure-time activities for all people. These attractions range from horse races in the Kentucky Bluegrass country, to nine winter ski resorts in North Carolina, to Mardi Gras in New Orleans, to the year-round sunshine on Miami Beach. The South is a place of great beauty. Such awe-inspiring scenes as the Shenandoah Valley in Virginia; and the view from Mount Mitchell in North Carolina, the highest peak east of the Mississippi; and the quaintness of old Charleston in South Carolina occasion more reverence than delight.

And, yes, there is what might be termed the "Problem South."[153] The problems of the South are many: drug abuse, slum housing, alcoholism, student unrest, senseless crime and violence, unsafe highways and bridges, solid waste disposal, underemployment as well as unemployment. There are others: providing adequate care for our physically handicapped and mentally retarded children, protecting our water, our air, and our landscape from being polluted to the point of no return.

Problems in race relations are widespread in the South, but often overlooked is the fact that half of all the blacks in the United States live in the South. Put another way, blacks make up 10 percent of the nation's population, while they make up 20 percent of the South's. In some areas of the "Deep South," blacks outnum-

[153] For an excellent discussion of the "Problem South" and the "New South," see Ben J. Wattenberg and Richard M. Scammon, *This U.S.A.: An Unexpected Family Portrait of 194, 067, 296 Americans Drawn from the Census* (New York: Doubleday & Co., 1965), 100-106, hereinafter cited as Wattenberg and Scammon, *This U.S.A.*

ber whites. I believe the worst racial problems in the South are behind us. We have seen burning and bloodshed, and we want no more of either. We take our battles to the courts instead of the streets. We are made up predominantly of law-abiding people, and we have seen far too many examples of how violations of the law and other factors have caused talented young people to leave the South and prospective industries to pass us by.

In respect to the serious and complex racial problems that beset the South and nearly every other section of this country, I think it should be borne in mind, and clearly understood, that there is a world of difference between the terms "Equality Now" and "Opportunity Now." Progress evolves; it rarely occurs overnight. No legislation or court decree can erase centuries of discrimination in education, in housing, and in employment.

In the remarkable book, *This U.S.A.*, which was based almost solely on Census Bureau data, the authors, Ben Wattenberg and Richard Scammon, have this to say about the racial issue in America:

> If it were a simple problem it would have been routed out of every slum in the first wave of better-housing committees, social workers, sit-ins, and freedom marches. But in the field of race, the do-gooders and the good-doers hoe a hard row. If the underprivileged Negro youth *wanted* to finish high school and was held down only by an oppressive white society then the problem might be easily solved: remove the oppression, provide the opportunity, reclaim the soul. But it is not so simple.
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> When the good jobs do open up there are often no qualified Negroes to fill them. When good homes in white neighborhoods open up there are only a few Negroes in the higher-income brackets able to pay the tariff. When schools are desegregated, the Negro child—culturally deprived—cannot always keep up in the white school. Crime, addiction, drunkenness, illegitimacy, remain as traditions. Heroes and models are often in short supply. Time goes slowly on some counts, races by too quickly on others.
>
> There will be no simple solution. Nor will the complex solutions be fast solutions. The road of progress for the Negro in America has been a tortuous one, full of baffles and bypasses, often going backward or sideways before moving ahead again. But make no mistake about it: it has been and *is* a *road*, not a free-form directionless maze. Sometimes the speed limit on that road has been high, sometimes low, occasionally even expressed in negative numbers, but over the years the direction has been onward. It is clear that the American Negro is winning his fight—certainly not as fast as he wishes to win it—but winning it nonetheless.[154]

[154] Wattenberg and Scammon, *This U.S.A.*, 297.

The progress being made in the South is painfully slow for some, far too fast for others. The fact remains, though, that progress in the South is just as sure and as certain as the daily rising and setting of the sun.

We in the South know that progress, be it progress in race relations, or progress in economic well-being, or progress in environmental protection, stems directly from the progress we make in education. As Alexander Heard, chancellor of Vanderbilt University, has pointed out, "Investments in education have a multiplier effect in their ultimate impact in many reaches of society.[155]

The record reveals that the South is impressively supporting education. Although most southern states lag behind in the area of expenditures per pupil, all of the southern states rank ahead of a number of wealthier states outside the South in the area of expenditures per pupil based on ability to pay. For example, one study showed that Mississippi ranked last in the nation in expenditures per pupil. Yet, in ability to pay, Mississippi ranked tenth among the states.[156]

In North Carolina, more than 70 cents out of each dollar in our General Fund goes for education, from the kindergarten to the post-doctoral level. Our support of education is paying handsome dividends. Both our drop-out rate and our pupil-teacher ratio are steadily declining. The percentage of our young people graduating from high school and going on for advanced training is steadily increasing. Available to them are over fifty technical institutes and community colleges; about forty colleges and universities, both public and private; and a number of nursing and business schools. Today an education beyond the high school is within reach of every North Carolinian. Largely as a result of our investments in education, just about everybody in the South today has electricity, modern plumbing, a telephone, a radio, a television set, and an automobile. This was not true a generation ago.

Other trends are apparent in the South. One is in transportation. Interstate highways and modern urban expressways are continually being built. Truly the jet age has come to the South. The other day I heard on the radio that one airline alone now provides nine nonstop flights each day from Raleigh to Chicago.

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[155] Alexander Heard, "Introduction: The South Ahead," *The American South in the 1960's*, edited by Avery Leiserson (New York: Frederick A. Praeger, 1964), xii-xiii.

[156] For a discussion of expenditure-income relationships in education, see James G. Maddox and others, *The Advancing South: Manpower Prospects and Problems* (New York: The Twentieth Century Fund, 1967), 100-102.

In many ways our standards of housing and health care are still not up to the standards we would like for them to be. Yet great strides forward have been made since the days when cold, drafty dwellings were commonplace and when rickets and pellagra and hookworm were on the rampage. In short, we in the South today are better housed and clothed, better educated and informed, better fed and healthier than ever before.

What I have been saying tonight is that there is indeed a "New South," a South that is vibrant and alive, a South that is dynamic and progressive, a South that is merging, if it has not already done so, into the mainstream of all that is good and honorable in America.

An often-used phrase in the South is, "Save your Confederate money, boys, because the South is going to rise again." I submit, ladies and gentlemen, that the South is rising rapidly and has been ever since the early part of this century. It includes, for example, the National Air Pollution Control Administration, the National Environmental Health Science Center, and the National Center for Health Statistics, as well as research facilities for Chemstrand, IBM, Burroughs Wellcome, Hercules, and other industries. About 7,000 people, including many who hold the Ph.D. degree, work at the Research Triangle, where the annual payroll is in the vicinity of $60 million. The Research Triangle is something that must be seen to be fully appreciated.

In 1938 President Franklin Roosevelt said, "It is my conviction that the South presents right now the Nation's No. 1 economic problem. . . ."[157] I say that the South today represents this country's number one economic opportunity. A century ago Horace Greeley said, "Go West, Young Man, Go West." Today, I say, "Look South, America, and Go South."

We in the South—and here I am speaking of the vast majority of southerners—sincerely want our region to be a full-fledged partner in these United States. We want to share our part of the problems, responsibilities, and anguish. And we also want to receive our share of the glory, credit, and good about this country. We do not want to be dominant, but neither do we want to be ignored or looked down upon. We are southerners and proud of it; but we take far greater pride in being citizens of the United States

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[157] [Franklin Delano Roosevelt], "The President's Letter" [to Members of the Conference on Economic Conditions in the South], *Report to the President on the Economic Conditions of the South*, prepared for the president by the National Emergency Council [July 5, 1938], 1.

of America, to whose flag we pledge our total and unswerving allegiance.

I close with a quote from *You Can't Go Home Again*, the last novel written by the late Thomas Wolfe, a native of my state. His words ring just as true today as when they were written more than thirty years ago:

> I believe that we are lost here in America, but I believe we shall be found. And this belief . . . is for me—and I think for all of us—not only our own hope, but America's everlasting, living dream. . . .
>
> I think the true discovery of America is before us. I think the true fulfillment of our spirit, of our people, of our mighty and immortal land, is yet to come. I think the true discovery of our own democracy is still before us. And I think that all these things are certain as the morning, as inevitable as noon. I think I speak for most men living when I say that our America is Here, is Now, and beckons on before us, and that this glorious assurance is not only our living hope, but our dream to be accomplished.[158]

Thank you.

LEGISLATIVE WORK CONFERENCE OF THE SOUTHERN REGIONAL EDUCATION BOARD

Hilton Head Island, South Carolina, September 4, 1970

Governor Scott addressed a body of legislators gathered in South Carolina for the nineteenth annual Legislative Work Conference; later in the month he planned to address his colleagues at the Southern Governors' Conference. It was from those two groups—representing the legislative and executive branches—that the Southern Regional Education Board was formed. The board, organized to deal with critical problems in higher education following World War II, was created at the suggestion of the Southern Governors' Conference; its establishment had been ratified by the legislatures of the involved states. One of its functions was to provide a means for state officials and leaders in education to consider together ways of improving higher education. Another function was to promote the efficient use of resources within the states, both separately and collectively.

The topic of the conference was "New Directions in Higher Education Planning and Coordination." Governor Scott said the

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[158] Thomas Wolfe, *You Can't Go Home Again* (New York: Grosset & Dunlap, 1965 edition), 741.

question was not *whether* the South was going to have planning in higher education but *how* it was to do so. What was the best way to get the planning done? Times had changed and legislators had many, many matters to consider each session. Expenditures for higher education had increased by more than 4,000 percent during the preceding thirty years. The time had come, Scott said, to reexamine the system of planning and coordination.

Education was called the key to better living, and the governor desired higher education for all citizens who wished and could benefit from it. Lack of money was still a major barrier to education for many young people; it was obvious that one's chance of a college education was dependent to a large degree on the size of the family's financial resources. North Carolina's Board of Higher Education had suggested the appointment of a commission to study the problem of financial barriers to higher education; such a commission was at work.

Scott expressed further concern over size as it related to student unrest. A study made by the Carnegie Commission on the Future of Higher Education showed that institutions with less than 1,000 students had only 14 percent increase in demonstrations; those with more than 15,000 had a 75 percent increase; those with more than 25,000 had an 88 percent increase. The governor called attention to the obvious fact that students resented being regarded as impersonal numbers.

Widespread dissension and unrest on the campuses was a cause for much worry. Governor Scott said that children of affluence, in college, often failed to realize that college was a privilege. Many students were ruining their minds with illegal drugs. Nearly 8 million students were enrolled in colleges and universities as compared with 1.6 million in 1940 and 3.7 million in 1960. It was on the small campuses that trouble was least likely to occur.

What were the answers to the problems? Governor Scott said there were no easy answers but a search for them was essential. He suggested what he called "Bob Scott's 'ABC's of Higher Education.' " He proposed the following:

It is time for academic responsibility, not academic anarchy.
It is time for brains and biology on our campuses, not bullets and brutality.
It is time for creativity, not criminality.
It is time for discipline and direction, not disruption and divisiveness.
It is time for English and economics, not endless encounters.
It is time for firmness and fairness, not fires and flag-stomping.
It is time for greatness, not guns.

It is time for history and honesty, not harassment and hate.
It is time for ideas, not ignorance.
It is time for journalism, not jeopardy.
It is time for kindness, not kleptomania.
It is time for libraries and learning, not license and larceny.
It is time for music and morality, for medicine and mathematics, not madness and mindlessness.
It is time for nursing and nutrition courses, not narcotics and non-negotiable demands.
It is time for ocean studies and objectivity, not obstinacy.
It is time for peace and planning, for philosophy and psychology, not pot and polarization.
It is time to question, not quarrel.
It is time for reason and respect, not revolt and riot.
It is time for scientific inquiry, not strikes.
It is time to train teachers, not troublemakers.
It is time for urban studies, not unrest.
It is time to value laws, not violate them.
It is time for work, not waste.
It is time for x-ray therapy training, not x-marks in roll books for absent students.
It is time for zoology, not zeroes.

In summary the governor said the time had come for "renaissance in higher education, for a rebirth of the love to learn, for a renewal of the quest for truth. . . ." It was time for campuses to return to their useful and valid functions as seats of truth and learning.

QUARTERLY MEETING OF NORTH CAROLINA BOARD OF CONSERVATION AND DEVELOPMENT

Nags Head, September 11, 1970

Governor Scott, in his quarterly meeting with the North Carolina Board of Conservation and Development, discussed business aspects of state government. Citizens of North Carolina could be considered state government's 5 million shareholders. The board of directors was made up of legislators, who set the policy, adopted the budget, and provided guides for the business. The governor, as chief executive officer, was expected to return dividends to the stockholders with the help of others on his team. Scott referred to two types of dividends that the business could return—the intangible dividends of honesty, integrity, efficiency, and confidence; and the tangible dividends of highways, schools, highway patrolmen,

hospitals, etc. In terms of dollars and cents, the buildings owned by the state were valued at more than $700 million, and the cost of operating state government for the current fiscal year was expected to be just under $1.8 billion. This figure included the payroll of $800 million for the state's 125,000 employees. Scott said only 7 cents of each dollar was used for the operation of state government in Raleigh and its branches throughout the state; the remaining 93 cents of each General Fund dollar went back to the people in one form or another.

Governor Scott felt that more returns to the people should be made. He discussed briefly the correctional facilities, the institutions for the mentally ill and retarded, the rights of the citizens to quality education, good highways, etc. The needs and desires of the people of the state could be "boiled down largely into the broad topics of education, health, housing, employment, transportation, law enforcement, and environmental protection." North Carolina's chief administrator talked at some length on various aspects of education, noting that 70 cents of each General Fund dollar was spent for that purpose alone.

So far as intangible dividends of honesty and integrity were concerned, Scott felt that few, if any, states could equal North Carolina. The intangible dividend of efficiency was receiving attention from members of the Governor's Committee on State Government Reorganization. At that point the governor discussed at some length the reorganization proposal which was to be voted on by the people in November. He closed with an expression of appreciation to the board for its "efforts in helping me return tangible and intangible dividends to the taxpaying stockholders of this state."

CONFERENCE ON FINDING FAMILIES FOR HANDICAPPED CHILDREN

Raleigh, September 15, 1970

The conference held at Raleigh's Memorial Auditorium was centered on the special needs of handicapped children. It was realized that children reached their maximum potential in a family setting, that the young child needed close personal relationships. Through a system of public and private social services, provision for substitute families was made for most children who lost their

own homes. Approximately 4,300 North Carolina children were in foster homes; more than 1,000 of those children were suffering from some type of handicap or medical disability. Of the total about 250 were available for adoption; foster families were needed for another 360 children.

Governor Scott observed that success or failure depended on the attitude of both professionals and the involved families. Children had diverse and individual personalities; some were bright and some retarded. Questions should be asked: Should attention be focused on the child or the handicap? Did agencies, physicians, and others assume that no adoptive parents would want a child with a problem? Had foster families been shortchanged by inadequate board rates and by little help or encouragement in the management of a handicapped child? Did the handicapped child really need and deserve a family? Who determined whether or not a child was unadoptable? Governor Scott quoted parents and children in an effort to make the problems and the satisfactions of working with handicapped children seem real to those in the audience. He called for programs to cover the medical costs for handicapped children, but he reminded listeners that children with special requirements had the basic need of the warmth and the security of loving families.

SOUTHERN GOVERNORS' CONFERENCE

Biloxi, Mississippi, September 21, 1970

Governor Scott presented the report of the Law Enforcement, Justice and Safety Committee at the thirty-sixth annual meeting of the Southern Governors' Conference. He reported on the activity of the committee during the preceding year. Nine recommendations had been unanimously adopted as the goals of the committee—seven in the field of narcotics and dangerous drugs, one in the field of traffic safety, and one in general law enforcement. The governor summarized the conclusions:

1. Each state was asked to provide funds for seminars so that local law enforcement officers could learn how to recognize drugs, their effects on users, etc.

2. Each governor was asked to call a statewide seminar on drug abuse.

3. Each southern state was asked to make a survey to deter-

mine the problem of narcotics and dangerous drug use; the combined surveys would point up the regional problem.

4. An educational program starting at the elementary level was suggested; an explanation of matters relating to drugs would be made part of the curriculum.

5. Representatives of the southern governors were asked to meet with representatives of drug manufacturers in an effort to control the overmanufacturing of drugs.

6. It was recommended that the conference go on record as seeking control by the federal government of amphetamine and barbituate production.

7. It was recommended that intelligence agents from each state meet for the interchange of information.

8. The group endorsed plans of various states to bring about the upgrading of local law enforcement officials.

9. In the field of highway safety the committee recommended that representatives from various fields of law enforcement in the several states meet on a regular basis for interchange of information.

A number of southern states had followed up by calling conferences on drugs and drug abuse. In North Carolina the conference was attended by more than 2,000 community leaders; three seminars had been planned for different regions of the state in September and October, 1970. Southern leaders recognized that there was a problem not only in large cities but in small communities.

The 1969 General Assembly in North Carolina had set up the Legislative Study Commission on the Use of Illegal and Harmful Drugs. Governor Scott told the conferees of the creation of a telephone service to answer questions about drug abuse, the telephone being manned by staff members of the commission. Consultants were available as needed. Scott said the way to fight hard drugs was with hard facts.

Another program to battle drug abuse in North Carolina was one financed by funds from the Z. Smith Reynolds Foundation. This program consisted of three projects: "a teacher drug abuse education project, a student-to-student drug abuse education project, and a misuse of drugs project." The teacher education project provided intensive training for thirty or more teachers and counselors from public schools in North Carolina; they, in turn, taught other school personnel. The student project expanded a program of training in drug abuse for students in the School of

Pharmacy at the University of North Carolina at Chapel Hill; the pharmacy students, in turn, worked with secondary school students throughout the state. Drug laws were also discussed by the governor, who called for realistic statutes which would provide punishment to fit the crime, laws which would be enforceable. Governor Scott urged each member of the conference to take the lead in seeking such laws.

The governor continued by discussing other problems including the overproduction of amphetamines. Medical sources estimated the need of about 100,000 doses a year, but nearly 5 billion doses were being manufactured. The overabundance was a major problem in the drug field. Among side effects of drug abuse were the increase in illegitimate pregnancies, in hepatitis cases, and in venereal disease. The need for a unified front in the battle against drug abuse was apparent to all when Scott finished speaking. He called for increased professionalism among law enforcement officers as he referred briefly to a problem common to all states—that of the drinking driver. The educational approach had not worked successfully; the only method seemed to be removal of the drinking driver from the highways. The governor predicted that as more drinking drivers were removed from the road, more motorists would be saved from needless death.

North Carolina's chief executive observed that the committee had set goals which would make the involved states better and safer places in which to live and play.

CONFERENCE ON CHILDREN AND YOUTH

Raleigh, September 29, 1970

The greatest resource potential of the state was its youth, according to Governor Scott in his opening remarks to the Governor's Conference on Children and Youth. North Carolina had continually upgraded many services for children and young people, and the governor reiterated progress made in the field of education. He also discussed briefly assets in the fields of health, cultural enrichment, social services, and others. His purpose was to discuss the unmet needs; among them were the following: a law requiring doctors, teachers, and others to report suspected child abuse; mandatory state licensing of day care centers; more juvenile detention facilities; an effort to discover the real reasons for the rising rate of illegitimate births in the state; finding adoptive

homes for handicapped children; additional funds for foster care; research to discover reasons for retardation, with more diagnostic clinics for infants; a reception and diagnostic center for the eastern part of the state comparable to that in existence in the western part of the state; facilities and services for multihandicapped children; the need to control the problem of drug abuse; the need for expansion of kindergarten and occupational exploration programs and for upgrading vocational education programs; and additional pay increases and reduction in pupil-teacher ratio for the school system. Other educational needs were briefly mentioned as was the need for an increase in rehabilitation services.

Governor Scott suggested that the proposed reorganization of state government would provide for closer cooperation and communication among agencies providing services to children. He expressed appreciation for the commitment of people working to solve unmet needs of children and youth.

INTERNATIONAL TRADE CONFERENCE

Raleigh, September 30, 1970

Governor Scott extended to the conferees a welcome to the state of North Carolina and to the Conference on International Trade. Thanks to the conference, authoritative knowledge and progressive ideas from all parts of the globe were being brought together. North Carolina had blazed the trail with missions to major industrial centers in the United States and foreign countries. The state was the first to provide an export development coordinator for the promotion of in-state trade, overseas business, and attraction of foreign capital. Scott expressed gratitude to the industrial giants who had laid the foundation for the state's stable industrial climate—the Dukes, Reynoldses, Cannons, Cones, Broyhills, Loves, Haneses, Evanses, Chathams, Hackneys, etc.

Governor Scott discussed briefly the difficulties faced by the textile business, which had endured a great deal of foreign competition. He gave a brief history of the industry, noting the decline in the number of employees between July, 1969, and July, 1970, a decrease caused partially by imports from Japan. Furniture and tobacco had not suffered from foreign competition to the extent that the textile industry had. Because North Carolina's economy had become diversified, the state was able to accom-

modate almost any kind of business and could supply necessary service-type operations; a work force of people who were easily trainable and adaptable was available.

The history of the State Ports Authority was reviewed by the governor, who commented on North Carolina's advantageous position with regard to ports. Only twelve states exported more than the Tar Heel State. Mention was made of the Research Triangle, which had attracted research laboratories and corporate citizens of national and international renown: Chemstrand, IBM, Beaunit, etc. The Research Triangle had helped bring new ideas, techniques, and products to North Carolina; it had been a "fertile field for boosting our industrial efficiency and the welfare of our people."

Scott said international operations were essential, and gratitude was expressed that North Carolina had been selected as a site for this conference of "significant exchange of international technical knowledge."

NORTH CAROLINA TEXTILE MANUFACTURERS ASSOCIATION

Pinehurst, October 2, 1970

Speaking at the sixty-fourth annual convention of the Association of Textile Manufacturers, the governor noted that the South was rising rapidly, that southern people were better housed, clothed, educated, and fed than ever before. The new South was vibrant and dynamic, merging into the mainstream of American life. The textile industry, in particular, had come a long way since the days of child labor and twelve-hour work days. Governor Scott commended its enlightened attitude toward the problem of byssinosis, or brown lung, in cotton mills. He recalled the announcement of Burlington Industries that it would cooperate with the State Board of Health and the Duke University Medical Center in research and study of environmental conditions which could lead to the disease. The American Textile Manufacturers Institute had also initiated research into the causes and cure of byssinosis.

The governor expressed hope that the more than 2 million workers in North Carolina would have clean, healthy, and safe working conditions. He felt a special tie to the almost 350,000 textile and wearing apparel workers in North Carolina because his

wife had come from a textile-mill family. She had told him of the difficult times she had when she was growing up.

The mere fact that the textile industry was working to protect the health of its workers was reason enough to protect it from the flood of imports into the United States. Scott expressed awareness of the risk involved in imposing trade restrictions and of the importance of tobacco exports to Japan. He knew that textile quotas might result in higher prices to consumers; he was also aware of the decrease in textile production in North Carolina between May, 1969, and May, 1970, and the resultant economic decline in the industry. There was little hope that Japan would voluntarily restrict her textile exports to the United States, and Scott believed the time had come for the federal government to consider first the needs of American producers and American workers. He supported trade legislation pending in Congress, legislation which would provide a stabilizing control and would allow foreign producers to share in the market of the United States but would, at the same time, prevent concentrations of low-wage imports from disrupting the domestic textile market. The bill would honor negotiated agreements, but it was reasonable and would offer a long-range solution. The textile industry would thereby be encouraged to move forward with investments, product development, and new plants and equipment. North Carolina's textile industry was the oldest, largest, and most important in the state; approximately 40 percent of the industrial employees were engaged therein, and those workers received about 37 percent of the manufacturing wages paid in North Carolina.

The growth of the textile industry had brought with it the growth of allied and diversified industries, including expansion in the furniture, brick, and other industries.

INTERNATIONAL MONETARY CONFERENCE

Raleigh, October 7, 1970

In speaking at the International Monetary Conference, Governor Scott said North Carolina was endeavoring to promote trade and better business; he deemed it fitting that the North Carolina Bankers Association was sponsoring the conference for its International Month Program. Banking was a sound business in the state; and North Carolina was a leader in sound business govern-

ment, having an AAA rating and being prohibited by law from deficit spending.

The speaker reviewed the history of banking, going back to 1804 when the first bank was chartered in North Carolina. The economy had become so diversified and international that monetary institutions had had to expand into international banking. Scott urged North Carolina bankers to try for a greater share of international business.

When the North Carolina Bankers Association was organized at Morehead City, twenty-five banks were represented. Since that day in 1897 to October, 1970, the profession had grown until North Carolina had 1,173 banks, branches, and teller windows, with 18,000 employees. After giving these statistics, Governor Scott observed that the conference would "bring a wider outlook into our monetary problems and point us toward greater horizons. It will help to improve our foreign relationship in the field of commerce."

INTERNATIONAL RELATIONS CONFERENCE

Chapel Hill, October 13, 1970

The 1969 General Assembly requested Governor Scott to declare October, 1970, as International Month in North Carolina. International trade of the southeastern states in particular and the United States in general was being stressed. The governor expressed appreciation for the assistance of the University of North Carolina at Chapel Hill, Duke University, and North Carolina State University as well as the Southern Council of International Relations in promoting the Conference on International Relations among the North Atlantic Nations.

The three universities had been particularly active in four areas. Specialized undergraduate and graduate programs in Western Europe, Eastern Europe, Soviet Union, Africa, East Asia, South Asia, and Latin America had been established. There was a large and growing exchange of students between the three campuses and foreign countries. Enrollment in North Carolina institutions of higher learning, in 1969, included 1,640 students representing approximately sixty-four foreign countries. There was also exchange of faculty members between state and foreign universities. Activity in the field of foreign aid and development was

represented by North Carolina State University's overseas work in the field of agriculture; by the University of North Carolina's programs in public health, sanitary engineering, and population planning; and by Duke University's civil service training in South Asia. Widespread campus activities had brought about increased community interest in foreign affairs. Scott's list, he observed, was only a brief portion of the university involvement in international affairs; there was opportunity for greater service. Because of modern travel and communication, the world was small; the East and West had met. Scott emphasized the necessity of nations living side by side, saying isolationism had been dealt "its first real body blow" when Pearl Harbor was struck on December 7, 1941. The governor called on the people to remember the past so as to use that knowledge as a means of advancing the future. He said there was "no force so capable of helping to achieve that goal [of harmonious existence] as the strength, the might, the spirit of nearly 200 million free Americans."

DEDICATION OF GEORGE WASHINGTON STATUE

Raleigh, October 13, 1970

The governor expressed appreciation to members of the George Washington Statue Commission for the work they had done and to all who had contributed funds for the statue which was being placed in the State Capitol. He hastily reviewed the history of the George Washington statue. After Washington died in 1799, the citizens of North Carolina desired to honor his memory by placing his statue in the State Capitol. Because of the expense it was not until 1815 that the General Assembly authorized such a statue; the sculpture, which arrived in 1821, was mutilated beyond salvage in the State House fire of 1831.

During the 1920s a movement was begun for a replacement; but because of the ensuing depression, the idea was dropped for many years. At long last, a "duplicate original" of the masterpiece of the Italian sculptor Antonio Canova[159] had arrived in Ra-

[159] Antonio Canova (1757-1822), Italian sculptor, founder of modern classic school of sculpture; went to Rome in 1799 on pension from Venetian government; later executed commissions for Napoleon; sent to Paris in 1815 by Pius VII to recover art treasures; works are in major art museums. *Webster's Biographical Dictionary*, 243.

leigh, paid for by private subscriptions and transported across the Atlantic Ocean without charge by the United States Navy. The base for the statue was from the Salisbury Granite Industries. After his introductory remarks, the governor introduced to the audience the United States ambassador to Italy, a native North Carolinian, the Honorable Graham Martin.[160]

PREMIERE OF PHOTOGRAPHY EXHIBIT, "NORTH CAROLINA BY NORTH CAROLINIANS"

Raleigh, October 15, 1970

Under the auspices of the North Carolina Arts Council, winners in photography were recognized. The Arts Council used winning photographs, supplemented by work from other sources, in an exhibit at the State Fairgrounds in Raleigh. Photographs in black and white and in color for three categories—people, places, and things of North Carolina—were used. The governor presented awards to the winners.

INAUGURATION OF TERRY SANFORD AS PRESIDENT OF DUKE UNIVERSITY

Durham, October 18, 1970

[Governor Scott, in the following few sentences, extended greetings to Terry Sanford, former governor of North Carolina who was being inaugurated as president of Duke University. Sanford, whose administration was noted for its quality education program, was carrying on his interest as he assumed the important post in higher education in the state.]

On this significant occasion it is appropriate for us to recall the night of March 6, 1961, when Governor Terry Sanford went before the members of the North Carolina General Assembly and asked for $100 million to implement his program of quality public education. Earlier that day Governor Sanford had gone to

[160] Graham Anderson Martin (1912-), ambassador from Washington, D.C., native of Mars Hill; A.B., Wake Forest; with United States Foreign Service since 1947; ambassador to Thailand, 1963-1967, to Italy, 1969-1973, to South Vietnam since 1973. *Who's Who in America, 1972-1973*, II, 2034; *News and Observer*, March 31, 1973.

Buies Creek in Harnett County, where he strongly endorsed a fund-raising campaign for Campbell College, a private, church-related institution. At Campbell College, he said, "Higher education in America must meet with vision and courage the greatest physical, financial and instructional burden of all time." And he went on to say, "Church-supported colleges must bear their proportionate share of the student load that is projected—the avalanche of 13 and a half million American boys and girls who will be of college age in 1970, who will be demanding full intellectual and spiritual development."

Now it is 1970, and we do have 13.5 million college-age young people. Eight million of them are enrolled in colleges and universities across the nation.

Today Governor Sanford formally obtains the title of President Sanford, president of one of our nation's leading universities. It is my hope and full expectation that you, President Sanford, will exert the same forceful leadership and creative talent in this new role that you exerted as North Carolina's "Quality Education Governor." It is also my hope and full expectation that your achievements in private higher education will equal your administration's notable achievement in public elementary, secondary, and higher education.

As a former student at Duke University, as a longtime friend of yours, and as governor of a state still urgently in need of continued progress in quality education, from the kindergarten to the postgraduate level, I am pleased, President Sanford, to bring you greetings on this occasion and to express my gratitude that you are actively continuing your work for education in North Carolina.

Thank you.

DEDICATION OF SHELTERED WORKSHOP

Durham, October 18, 1970

The dedication of the Sheltered Workshop in Durham was deemed "a monument to the efforts of a state and a community to help the handicapped help themselves." Members of the Durham Exchange Club and the Durham Association for Retarded Children had given of their time and resources to bring the workshop into being. The workshop also represented cooperation between a

state agency and the Exchange Club—the North Carolina Vocational Rehabilitation Agency had provided between $10,000 and $12,000 for the project. From the beginning on July 1, 1966, there had been continuous growth, and the workshop had soon outgrown its original building. An old school building had then been revovated with the cooperation of Vocational Rehabilitation and the Division of Property Control of the Department of Administration. The income for 1969 had been approximately $250,000; the staff had grown to sixteen full-time and one part-time employees, and there were seventy-six trainees on the roll.

The workshop was one of thirty-four in North Carolina which were providing evaluation, training, and employment for approximately 1,538 handicapped people each day. From the time of its beginning the Durham workshop had enabled forty-two people to become independent of public assistance. The governor expressed pleasure because people of Durham and the state were able to see the fruits of their labor in less than five years.

EAST COAST HIGHWAY CONFERENCE

Myrtle Beach, South Carolina, October 19, 1970

Governor Scott recalled North Carolina's long and distinguished history in providing good roads for its citizens. He remarked that few days passed without someone discussing the need for better roads and bridges; participants in the conference, by their presence, attested to support of a quality highway system.

The chief executive was convinced that the Coastal Corridor Freeway from Savannah to Norfolk was of critical importance in the economic development of the Coastal Plain area. It was noteworthy that the Coastal Plains Regional Commission had officially endorsed the developmental highway system.

Governor Scott discussed at some length the matter of financing the construction. He suggested that the highway could be built with state funds but felt that such a course of action would place an impossible burden on the individual states. The possibility of additions to the Interstate Highway System was also considered unrealistic. Funding through a partnership of the states and the federal government, similar to the plan followed by the Appalachian Regional Commission, was a feasible idea. Congress, convinced that a good highway system was essential to the econom-

ic development of that area, had authorized a program which would cover up to 70 percent of the cost of the Appalachian Highway System.

The Coastal Plains Regional Commission appeared to be the best mechanism for moving ahead with plans for a multilane, limited access highway in the coastal corridor. Scott called for the support of the congressional delegations from each of the concerned states. Governor Scott hoped that the conference would be "the first step in a continuous effort to demonstrate local support for a Coastal Corridor Freeway, an effort that will soon lead to a better life for our citizens in the coastal area."

DEMOCRATIC RALLY

Dunn, October 19, 1970

Governor Scott, in his initial sentences, referred to his law and order speech given in Dunn three years earlier. He recalled that at the same time another man was also campaigning on the issue of law and order, a man who had become president of the United States. The governor reviewed statistics indicating an increase in the crime rate during the first year of Nixon's term in the presidency. After criticizing the nation's leader for his failure to remedy the situation, the governor recounted a recent episode. A bearded reporter had entered the Pentagon, carrying a shabby shoe box, to test the government's security against bombers. Nobody had stopped this man though he had gone into very critical areas of the nation's defense buildings. The reporter had embarked on this demonstration shortly after enactment of a General Services Administration regulation directing that entrances to government buildings be denied persons carrying suspicious packages unless they voluntarily permitted examination of those packages. The reporter said no guard was present at the basement entrance to the Pentagon. On Thursday preceding this experiment, Nixon had signed into law the anticrime bill. Governor Scott commented that perhaps the new legislation would enable the Washington administration to cut down on domestic violence and crime in the streets.

Scott called on President Nixon to provide leadership in getting funds for the Safe Streets Act, funds which would help local law enforcement agencies obtain needed equipment and training.

He observed that the need was not for more laws but for additional competent manpower and better equipment.

North Carolina's chief executive recalled the Dunn speech when he had discussed the need to strengthen local and state law enforcement agencies. He called for the establishment of a state-operated police academy, talked about the need for prison improvement and for improvement in the probation and parole systems, proposed the establishment of a Police Information Network, sought a stronger State Bureau of Investigation, and recommended the establishment of a Consumer Protection Division in the Attorney General's Office.

The governor continued by reviewing steps which had been taken to implement his suggestions. Plans were under way for the establishment of the North Carolina Criminal Justice and Highway Safety Training Academy, the site in Raleigh having been chosen; the State Bureau of Investigation had one third more field personnel and twice as many laboratory technicians than it had a year earlier; in the first six months of 1970 the SBI obtained twice as many convictions and recovered three times as much stolen property as in the first six months of 1969; during the six months of 1970 the SBI had opened over 2,100 new investigations compared with less than 1,200 during the first six months of 1969; during 1969 the Samuel Leonard School at McCain had met requirements for accreditation by the Southern Association of Schools and Colleges, the nation's first juvenile correction school to be so accredited.

Scott continued by saying the highway death toll was lower in 1969 than it had been in 1968. Highway patrolmen had been trained with the latest and best equipment to control riots and civil disturbances. The governor talked briefly about the need for rehabilitation of criminals and called for improved conditions in the penal system in North Carolina.

Scott asked where the Republicans would cut back in order to save money. He voiced the opinion that they were guilty of a big hoax, because they continually emphasized their record of voting against taxes but at the same time held out promises of more service to the people. To fail to admit that services required money was "the biggest fraud that can be pulled on our citizens."

Scott said the minority party seemed "bent on reversing the progress made in our state in recent years," but he assured citizens of a continuation of competent leadership by the Democratic party. He promised to provide the citizens of North Carolina

"with an administration in which they can have confidence—an administration of vision, honesty, and integrity."

BICENTENNIAL CELEBRATION OF THE COMPLETION OF TRYON PALACE AND THE TWENTY-FIFTH ANNIVERSARY OF THE ESTABLISHMENT OF THE TRYON PALACE COMMISSION

New Bern, October 20, 1970

[Governor Scott also spoke at the Tryon Palace Complex on April 19, 1972, when the John Wright Stanly House was opened. At that time he introduced the featured speaker, Mrs. Richard M. Nixon, wife of the president of the United States.]

Meeting at the Ramada Inn in New Bern, a group of people heard Governor Scott praise Governor William Tryon,[161] a man with the vision and leadership "to provide, for a relatively poor colony, an architectural gem described by one contemporary as 'the most beautiful building in Colonial America.'" Governor Scott reviewed the achievements of Governor Tryon, a man often misunderstood and maligned. He summarized the difficult task of colonial governors and highlighted progress made in the colony under the Tryon administration.

The governor also discussed briefly the history of the period, recalling the First Provincial Congress, which was held in New Bern in 1774, and succeeding congresses of North Carolina. After the state capital was moved to Raleigh, Tryon Palace was obsolete so far as the state was concerned. The structure was used for various purposes until February 27, 1798, when the main building was accidentally destroyed by fire. Though the west wing survived throughout the years, both exterior and interior were substantially altered. Various efforts were made to restore the building, and support was found in the Society for the Preservation of Antiquities. Though Dr. Gertrude S. Carraway[162] discovered in

[161] William Tryon (1729-1788), colonial governor, native of Surrey, England; in British army; appointed governor, North Carolina, 1765; transferred to become governor of New York in 1771; served in British army during American Revolution; returned to England, 1780, and died in London. *Who Was Who: Historical Volume*, 611.

[162] Gertrude Sprague Carraway (1896-), journalist, retired director of Tryon Palace from New Bern; A.B., University of North Carolina, Greensboro; former teacher and journalist; director of Tryon Palace, 1956-1971. Powell, *North Carolina Lives*, 223; "Friend of History," *Carolina Comments*, XX (January, 1972), 12.





Pictured at dedication ceremonies at the John Wright Stanly House in New Bern, April 19, 1972, are, left to right, Mrs. Richard Nixon, wife of the president of the United States; Attorney General Robert Morgan; Governor Scott. In the right-hand photograph the governor is shown as he received a Cannon Cup, presented by Dr. Gertrude S. Carraway on behalf of the Society for the Preservation of Antiquities, for his efforts toward the restoration of the State Capitol. The award was made during the November 30, 1972, meeting of the society; president of the organization, John E. Tyler, is shown at the left of the picture. (Photographs from files of Division of Archives and History.)

New York a set of plans and drawings for the palace, no real prospect for reconstruction was in sight until 1944 when Mrs. Maude Moore Latham[163] and her husband established a trust fund of $100,000 for the reconstruction, on the condition that the state acquire a minimum amount of land on the original palace site.

Governor Scott continued with a review of the tenacious efforts taken by those interested in the project and their eventual success. Mrs. Latham had provided additional funds in 1949 and had bequeathed the residue of her estate to the Tryon Palace Commission. The total investment from Mrs. Latham's funds, up to April 8, 1970, was valued at over $4.5 million.

Governor Scott recounted the value of the Tryon Palace restoration to North Carolina. In conclusion he complimented the following: Governor Tryon; Mrs. Latham, for making the restoration possible; her daughter and son-in-law, Mr. and Mrs. John A. Kellenberger,[164] for their leadership of the Tryon Palace Commission; Dr. Carraway, director of the restoration, for her devotion

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[163] Maude Moore Latham (Mrs. James Edwin) (1871-1951), from New Bern; educated, Hunter College; donor of two substantial trust funds, antique furnishings, and residue of estate for restoration of Tryon Palace; first chairman of Tryon Palace Commission. Mitchell, *Addresses of Moore*, 216n.

[164] John Abraham Kellenberger (1885-1973), capitalist from Greensboro; educated, Patrick's Business College, York, Pennsylvania; real estate developer; civic leader; treasurer, Tryon Palace Commission. May Gordon Latham Kellenberger (Mrs. John A.) (1893-), from Greensboro; civic leader; chair-

to the cultural enrichment of North Carolina; and members of the Tryon Palace Commission.

DEDICATION OF 6.4-MILE SEGMENT OF I-40 FROM WEST ASHEVILLE TO LUTHER

Luther, October 24, 1970

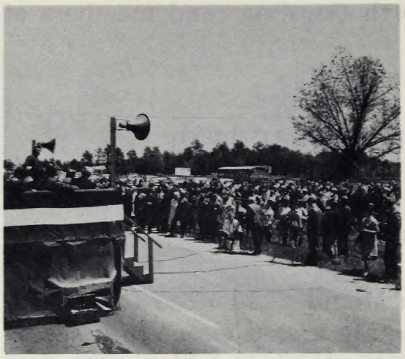
The section of expressway from Monte Vista Road to Georges Branch Interchange brought the state a step closer to a superhighway which would link the coast with the westernmost counties and beyond. Interstate 40 would run from the Tennessee line east to Greensboro where it would meet Interstate 85, which went on to Durham. Plans had been made to continue that highway from Durham to connect with Interstate 95 at Smithfield. Governor Scott reported that the state was in the process of completing U.S. 70 as a four-lane highway from Durham to Morehead City so that the dream of a superhighway from east to west would become a reality. The last missing link in I-40 west of Asheville between Cove Creek and Clyde in Haywood County, was a 6.4-mile stretch scheduled for completion in 1972. Another major section, between Statesville and Winston-Salem, was scheduled for opening in approximately a month; this 26 miles would eliminate a longtime-nuisance detour. Governor Scott mentioned these projects which, when completed, would mean that all but 25 miles of I-40 from the Tennessee line to Greensboro would be complete.

Progress was encouraging for completion of the 850 miles of interstate highways allotted to North Carolina by the federal government. More than 500 miles had been opened to traffic, and twenty-two projects were under construction. Governor Scott commented that the state was giving top priority to enlarging U.S. 74 into four lanes. This highway, a connection between Wilmington and Interstate 26 in Polk County, would provide another east-west highway across North Carolina.

Because the bulk of raw materials and products were moved by trucks, good roads were given top priority by industry officials considering plant sites. Superhighways, such as the one being

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man of Tryon Palace Commission for twenty years. Powell, *North Carolina Lives*, 703; "Friends of History," *Carolina Comments*, XIX (March, 1971), 30; information from Department of Motor Vehicles; *News and Observer*, August 10, 1973.





The expansion and improvement in the highway system were noteworthy during the Scott administration. The governor is shown above as he participated in two of several dedications. In the photograph to the left, Lieutenant Governor Taylor is shown at the far left.

dedicated on this occasion, also helped assure increased highway safety. Governor Scott observed that driving on a controlled access interstate highway was safer than any other automobile travel. He promised that North Carolina would match federal funds as they became available so that the state's allotted miles would be finished. The dedication of this section of Interstate 40 was being done "with the knowledge that it is another major link in our interstate network and with the determination to build, as speedily as possible, the other missing links that remain in the system."

[On December 15 Governor Scott was the speaker when 20 miles of Interstate 85 in Cabarrus and Rowan counties were dedicated. May 5, 1971, was the date of the dedication of a 17-mile, four-lane section of North Carolina Highway 11 between Grifton and Greenville, a section of great benefit to eastern North Carolina. Scott spoke on that day as he did the following September 21, when a section of U.S 74 between Monroe and Wadesboro was dedicated. A year later, September 29, 1972, he addressed those attending the dedication of the Durham-Henderson segment of Interstate 85. The governor gave dedicatory addresses when the Onslow Bridge at Jacksonville, the E. Gwyn McNeil Bridge over the Yadkin River, the B. Cameron Langston Bridge over Bogue Sound, and the new bridge spanning the Catawba River at Rhodhiss were opened on August 8, 1969, May 19 and August 24, 1971, and November 29, 1972, respectively.]

NORTH CAROLINA ASSOCIATION OF CIVIL DEFENSE DIRECTORS

Raleigh, October 26, 1970

The matter of civil defense, according to Governor Scott, appeared to be one of apathy on the part of the public. Such an attitude was unfortunate at a time when billions of tax dollars were being spent to build and maintain nuclear weapons. The possibility of a nuclear attack should not be minimized; Scott spoke of the vulnerability of North Carolina because of military installations—Ft. Bragg, Seymour Johnson, Pope Field, Cherry Point, and Camp Lejeune—which would probably be prime targets in any nuclear war.

He commended those in civil defense work but thought more safeguards were needed. As of December 31, 1969, community shelter spaces had been located for less than half of North Carolina's citizens; the shelters had been stocked with provisions for only one fourth of the population.

In addition to preparation for the possibility of nuclear attack, it was essential that plans be made for emergencies such as transportation accidents, explosions, fires, floods, etc. The governor reminded his listeners of the possibility of a hurricane, recalling the damage done by Hazel in 1954 and by Connie and Diane in 1955. Preparation and planning required that consideration be given to food and water supplies, medical aids, communications, etc. Scott urged civil defense workers to continue their efforts to make citizens aware of potential problems and to ready them for any emergency or disaster.

NORTH CAROLINA WATER SAFETY COMMITTEE

Raleigh, November 6, 1970

The North Carolina Water Safety Committee had been "created by the 1969 session of the General Assembly to function in an advisory and coordinative capacity with regard to water safety." Governor Scott, speaking to the committee members at a meeting at Balentine's restaurant in Raleigh's Cameron Village, said the citizens of the state were becoming very involved in water

sports. The popularity of boating was evident by the increase in the number of registered motorboats: 37,542 boats with motors over ten horsepower in 1960; over 75,000 up until November, 1970. In addition, there were thousands of small unregistered boats on the waters of North Carolina.

Crowded conditions called for an awareness of the ever present danger of injury or death while enjoying the waters as a "vast playground." The governor expressed appreciation to the groups which had offered classes in boating, swimming, sailing, and first aid. Because there were large bodies of water in North Carolina which were polluted and considered unsafe for swimming, Scott called on the committee to provide strong leadership in a movement for cleaner waters. The committee was also asked to help determine whether or not additional laws were needed. The governor promised to back projects furthering water safety.



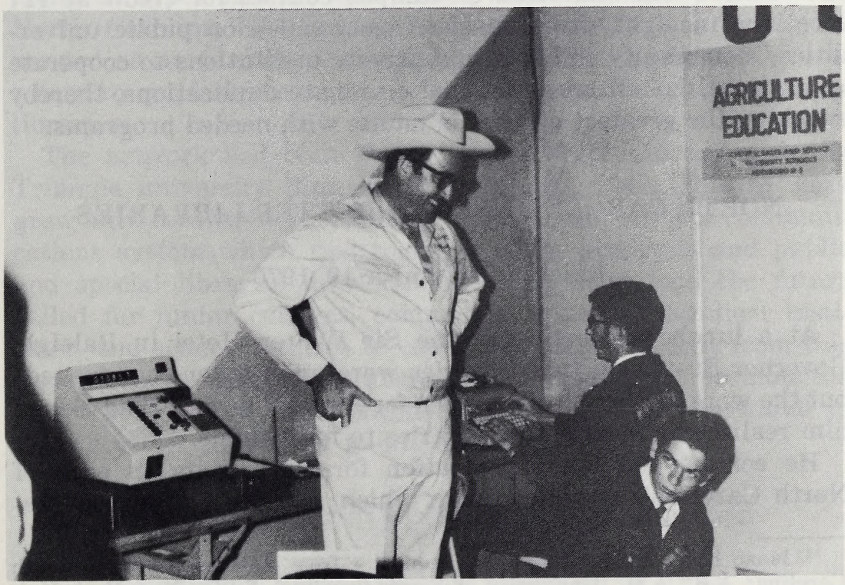
The Scotts enjoyed boating when they attended the National Governors' Conference in Osage Beach, Missouri, in August, 1970. Shown in this souvenir photograph, left to right, front row, are Mrs. Scott, Jan, and the governor; back row, Kerr, Mary, Susan, and Meg.

GOVERNOR'S CONFERENCE ON ADULT EDUCATION

Raleigh, November 18, 1970

North Carolina had, in many cases, initiated programs in adult education which later served as national models. Such efforts reflected concern for the people; they also proved the ability of the state to plan and implement needed programs. Governor Scott, reviewing accomplishments in this field, said that adult education had stressed the process of solving problems by increasing knowledge. The governor observed that an adult needed to learn ways of improving his economic position, but he also had to know how to live a personally fulfilling and purposeful life.

The heavy migration from farms to cities had made a great impact on family life following World War II. Parental authority had grown weaker, resulting in a corresponding rise in juvenile delinquency. The governor observed that children were, to a large extent, educated by the attitudes and values of their parents. He called on parents to learn child and adolescent psychology and to know more about literature, history, and politics so their chil-



Scott was very interested in the adult education program of the community colleges. On November 10, 1970, he visited one of the adult education classes. (Photograph by Wilson Woodhouse, picture courtesy of Department of Community Colleges.)

dren would acquire an understanding of their heritage and a love of learning.

So far as the community aspect of adult education was concerned, Scott called for emphasis on manpower development; he also stressed the need for attention to environmental protection.

Governor Scott continued by talking about the bright future of community colleges and technical institutes. About 300,000 students were enrolled in the community colleges and technical institutes, and Governor Scott paid tribute to Dr. Epps Ready,[165] a man who paved the way for the development of the community college system.

The schools in the community college and technical institute system had remained relevant by continuing to evaluate the quality of their programs. The governor commented on the standards and criteria used to ensure quality education in these schools.

In addition to the community college system the governor referred to the many private institutions and the publicly supported senior institutions. He called for broadened programs offering education through extension courses, lectures, etc. Scott took note of the fact that during the preceding year the public universities of the state had conducted off-campus courses for credit at 117 locations in eighty-five counties. Scott called on public universities, community colleges, and private institutions to cooperate so as to utilize all resources and eliminate duplications, thereby reaching the greatest number of adults with needed programs.

NORTH CAROLINIANS FOR BETTER LIBRARIES

Raleigh, November 19, 1970

At a luncheon meeting at the Sir Walter Hotel in Raleigh, Governor Scott said that libraries were often taken for granted; but the work of North Carolinians for Better Libraries had helped him realize the meaning of libraries to individuals.

He commended the organization for its activity in each of North Carolina's counties, work which resulted in the 1967 es-

[165] Isaac Epps Ready (1903-), educator from Raleigh, native of South Carolina; A.B., A.M., University of South Carolina; Ed.D., New York University; former school administrator; later, director, Curriculum Study, State Board of Education; named director, Department of Community Colleges, 1963. *North Carolina Manual, 1967*, 523; news release of Governor Terry Sanford, June 6, 1963.

tablishment of the Legislative Commission to Study Library Support. The commission had reported specific recommendations to the 1969 General Assembly, and the governor had concurred in them. In October, 1968, Scott had issued a statement calling for additional state aid for county and regional libraries and for increased appropriations for the State Library. He noted that North Carolinians for Better Libraries had also gone to the members of the 1969 General Assembly seeking additional appropriations; the response was generous, and increased state aid to county and regional public libraries totaled $.5 million in the first year of the biennium and $1 million in the second year. The legislators had also doubled the annual book budget of the State Library.

Since North Carolinians for Better Libraries had been organized, local support of public libraries had increased by nearly $2 million. Governor Scott, realizing that increased state financial aid for county, regional, and public libraries and for the State Library was still needed, expressed hope that the 1971 General Assembly would make additional significant steps possible.

The governor urged his listeners to impress upon the legislators the fact that "the State Library coordinates cooperation among all types of libraries—public, academic, and special." The North Carolina Interlibrary Services Network was being expanded so as to make it possible for North Carolinians everywhere to get fast access to resources of any of the state's many libraries.

The network had been begun by the State Library with the Triangle university libraries in February, 1968. This network grew until it consisted of a major telephone and teletype communications system which tied together major academic and public and special libraries in North Carolina. Scott said the future called for junior colleges, community colleges, technical institutes, and school libraries to contribute to and benefit from this system. He encouraged members of the committee to promote the network "with the same enthusiasm you have demonstrated in urging better support of public libraries."

COASTAL PLAINS REGIONAL COMMISSION

Columbia, South Carolina, November 30, 1970

Because of important changes in the organizational structure of the Coastal Plains Regional Commission, member states had

been furnished a staff structure whereby they could have a full-time state representative to safeguard their interests. From the beginning of the program, the secretary of commerce had had a full-time federal cochairman and staff to represent the federal side in the state-federal partnership. Scott said the state representative would be the governors' principal contact with the offices of the federal cochairman and executive director with regard to policy and program liaison activities.

ALBEMARLE AREA DEVELOPMENT ASSOCIATION

Edenton, December 4, 1970

Governor Scott began by saying he had frequently discussed planning but seldom devoted an entire speech to the subject. At the Edenton meeting of the Albemarle Area Development Association he did just that. He talked about the need for charting a course in the ten counties making up the association and in the other ninety counties as well. Many people, he observed, reacted negatively to the idea of planning, equating the word with government interference, unfair zoning regulations, heavier taxation, etc. Others thought of "absent-minded intellectuals who propose impractical objectives and unattainable goals."

Scott said it was important to know what planning was and what it was not. He defined it as "advanced thinking as a basis for doing." Advance thinking was the key, he said, as he gave several examples of plans which had gone awry and of others which were well made. He commented that at one time the words "bigger and better" and "quality and quantity" had often been paired, but it had become known that such grouping was often fallacious. The word progress was being redefined—progress meant the achievement of healthy and safe environment, just as much as it meant raising per capita income, reducing unemployment, etc. Scott added that progress also meant change—meaningful, quiet, well-deliberated change." Before there could be progress, there had to be planning and planners.

The governor then turned to specifics with regard to the Albemarle Area Development Association and the state. The area of the ten counties in the association was larger than Rhode Island, Delaware, and the District of Columbia combined, but the ten were among the most sparsely populated counties in North Carolina.

Most of them had lost population or barely held their own in the decade of the sixties. On the positive side the reclamation of wasteland had brought in additional income and 150,000 formerly unproductive acres had been cleared and were in use. The reclamation of land had other benefits: farm managers and operators of heavy farm equipment had moved in, and there had been fewer forest fires.

It was significant, Governor Scott said, that the counties in the Albemarle area also made up one of the seventeen multicounty planning regions which he had established by executive order the preceding May. Governor Scott hoped that the establishment of multicounty regions would result in improvement in the effective implementation of local, state, and federal planning activity.

Scott referred to planning activity at the state level, mentioning specifically activities in the Departments of Administration and Local Affairs. He also discussed briefly the reorganization amendment passed a month earlier.

As examples of planning, the chief executive referred to the working relationship between local communities and the Department of Conservation and Development; to the formation of the Interagency Committee on Environmental, Regional, and Land-Use Planning; and to the upcoming report of the Governor's Advisory Committee on Economics and Environment. So as to pull together these and other efforts into a united approach, the governor proposed the establishment of a Governor's Council on State Goals and Policy.[166] The council would be a high level advisory body set up to consider activities of state government relating to the full development of the state. Scott closed with the hope that the next generation could say: " 'They planned well; they acted wisely.' There is no better legacy for us to leave them."

NEW HOPE DAM GROUND-BREAKING CEREMONY

Moncure, December 7, 1970

Speaking at the ground-breaking ceremony for the New Hope Dam, Governor Scott noted that the project could conserve water

[166] The Council on State Goals and Policy was authorized by the 1971 General Assembly (*N.C. Session Laws, 1971*, c. 838); it was activated March 14-15, 1972, when a two-day meeting was held in High Point (see *News and Observer*, March 2, 1972, which announced plans for the meeting).

and reduce the hazards of flooding; it would also improve water quality downstream and provide additional raw water for future economic growth. Fears had been expressed about the quality of water in the New Hope Reservoir, but the governor assured the audience that the State Board of Water and Air Resources was aware of the sources of pollution and was acting to assure efficient treatment of waste material. Improved treatment facilities were scheduled for completion within a reasonable time.

The New Hope project would also help conserve land resources because areas for recreation and wildlife management would be set aside and "large open spaces in a growing metropolitan region" would be maintained. Scott said that the New Hope Dam would "provide tangible evidence of man's continuing effort to maintain a productive harmony with nature, to use wisely the bountiful resources that nature offers to mankind."

REPORT OF THE STUDY COMMISSION ON NORTH CAROLINA'S EMOTIONALLY DISTURBED CHILDREN

Raleigh, December 8, 1970

Governor Scott, who had received the report of the Study Commission on North Carolina's Emotionally Disturbed Children, said that state government was committed to strengthening services for North Carolina's children. The record was disturbing in many respects. About 10 percent of the first graders in North Carolina failed; there were approximately a dozen illegitimate births for each 100 in North Carolina; more than 2,400 children in the state needed residential treatment for emotional disturbances and only 110 spaces were available for such children; about 60,000 mentally retarded children resided in North Carolina; 1,700 children entered juvenile correction schools each year; and the Department of Social Services had received more than 2,000 reports of abuse or neglect of children during the previous year. Children in these categories represented problem areas where there should be more focus. Scott continued by outlining a few of the unmet needs which he had discussed the previous September in his speech to the Governor's Conference on Children and Youth. (See pages 308-309.)

The report of the Study Commission on Emotionally Disturbed Children recommended the establishment of a Governor's Advo-

cacy Commission on Children and Youth.[167] The idea merited attention, Scott felt. Lack of coordination and cooperation created problems in that a child in trouble could become involved with several agencies, each acting without knowledge of what the other had done. The proposed Advocacy Commission could ensure that programs were designed to fit children, not agencies. It would also provide a continuing structure for evaluation of children's needs. The governor said his only reservation was with regard to the way in which such a commission would fit into the reorganization of state government. Would this commission replace the present North Carolina Conference on Children and Youth? Should both be continued? Would its establishment eliminate the need for the North Carolina Advisory Council? The governor said that one of the primary purposes of reorganization was the elimination of duplication; he added, however, the Advocacy Commission would not be the same as an agency but would assist existing agencies by helping them plan jointly. It was necessary, he reminded his audience, to keep forever in mind that children and young people of the state were its "greatest resource potential."

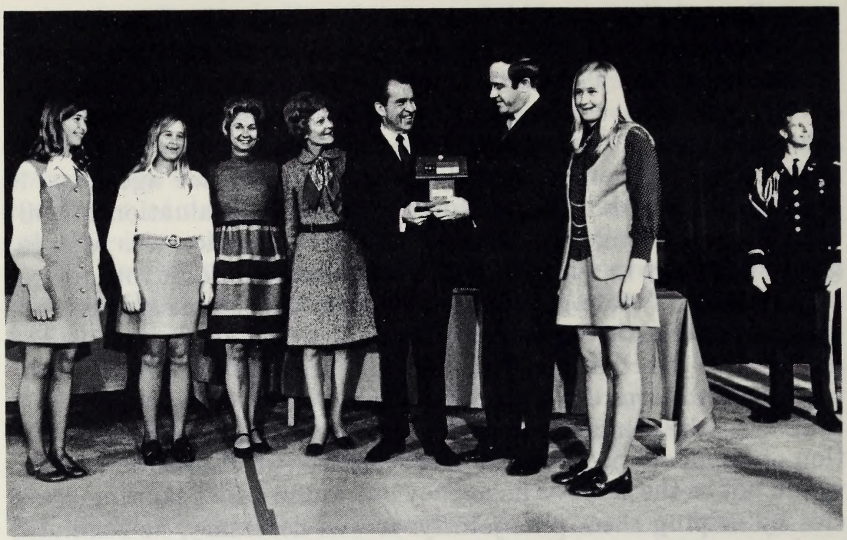
OPENING OF THE APOLLO 11 EXHIBIT

Raleigh, December 31, 1970

[Following the landing of man on the moon, Governor Scott acceded to the request of President Richard M. Nixon and proclaimed Monday, July 21, 1969, "as a day of state participation in observance of the moon landing." State offices were closed and employees were given the day off. More than a year later, on December 31, 1970, the Apollo 11, which had been the vehicle used in transporting the men who made the first landing on the moon, was exhibited in Raleigh.]

Governor Scott called the opening of the Apollo 11 exhibit a historic moment. The Apollo 11 command module had traveled safely from earth to land men on the surface of the moon and bring them back again. Scott recalled that only sixty-seven years and two weeks earlier the Wright Brothers had made the first

[167] The Governor's Advocacy Commission on Children and Youth was established in 1971. *N.C. Session Laws, 1971*, c. 935.



On December 3, 1969, Governor Scott received from President Nixon a small North Carolina flag which had been to the moon and back and tiny bits of moon dust. The presentation was made in Washington. Left to right are Susan and Mary Scott, Mrs. Scott, Mrs. Nixon, President Nixon, Governor Scott, and Meg Scott.

powered flight; it was appropriate that North Carolina's part in the tremendous space achievement be recognized. One individual North Carolinian—James Webb[168] of Oxford—was singled out for his role as administrator of the National Aeronautics and Space Administration.

All of the Apollo astronauts had received training at the Morehead Planetarium at the University of North Carolina at Chapel Hill. The crew members of the Apollo 11—Neil Armstrong,[169]

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[168] James Edwin Webb (1906-), lawyer from Washington, D.C., native of Granville County; A.B., University of North Carolina, Chapel Hill; law school, George Washington; World War II veteran; formerly held major government and corporation positions; administrator, NASA, 1961-1968; practicing lawyer since 1968. *Who's Who in America, 1972-1973*, II, 3339.

[169] Neil A. Armstrong (1930-), astronaut from Houston, native of Ohio; B.S., Purdue; M.S.A.E., Southern California; Korean War veteran; joined NASA, 1955; command pilot, Gemini 8, March, 1966; commander, Apollo 11, first man to walk on moon, July, 1969; official of Advanced Research and Technical Headquarters, NASA, Washington, D.C., 1970-1971; professor of aerospace engineering, University of Cincinnati, since 1971. *Who's Who in America, 1972-1973*, I, 90.



The governor spoke at the opening of the Apollo 11 spacecraft exhibit in Raleigh on December 31, 1970.

Edwin Aldrin,[170] and Michael Collins[171]—and their backup crews had a final session in Chapel Hill in February, 1969, just five months before they had lifted off from Cape Kennedy for the moon. Governor Scott also cited other North Carolina companies which had played a part in the operation, such as ESB Incorporated, whose Exide Missile and Electronics Division was located in Raleigh and which had provided battery supplies for the command, service, and lunar modules for all Apollo spacecraft. The School of Textiles at North Carolina State University had provided the special washcloths used by the astronauts, cloths which were

[170] Edwin Eugene Aldrin, Jr. (1930-), astronaut from Houston, native of New Jersey; B.S., United States Military Academy; Sc.D. in Astronautics, Massachusetts Institute of Technology; Korean War veteran; pilot of Gemini 12, November, 1966; lunar module pilot on Apollo 11; commandant, Aerospace Research Pilots School, Edwards AFB, since 1971. *Who's Who in America, 1972-1973*, I, 32.

[171] Michael Collins (1930-), museum director, former astronaut from Washington, D.C., born in Rome, Italy; B.S., United States Military Academy; formerly in Air Force and later with Air Force Flight Test Center in California; astronaut with first lunar landing crew, 1969; assistant secretary of state for public affairs, Washington, 1970-1971; director, National Air and Space Museum, Smithsonian Institution, since 1971. *Who's Who in America, 1972-1973*, I, 623; *Who's Who in the South and Southwest, 1971-1972*, 120.

static-free and lint-free, yet absorbent and light weight. The list of contributors was long, and the governor expressed his appreciation for the part each had played. He also thanked the state's trucking industry, which had helped assemble all the materials and equipment which made the space program possible.

Though North Carolina had contributed to the space effort, the state would receive benefits therefrom. The governor called on Mr. Peter J. Chenery,[172] director of the North Carolina Board of Science and Technology, who discussed briefly the way in which North Carolina industry had made use of new ideas from the space program.

Governor Scott called attention to the related exhibit at the North Carolina Museum of History where the recovery parachute used to land the Apollo command module in the Pacific was on display. Also to be seen there was a sample of material from the moon which had been brought back by the Apollo 11 astronauts.

"1970—THE YEAR OF OUR ENVIRONMENT"

YEAR-END REPORT TO THE PEOPLE

Raleigh, January 4, 1971

[Governor Scott, on December 30, taped his report on the year 1970 for release on Monday, January 4, 1971. In his detailed account of activities in North Carolina, he referred to the many achievements of his second-year administration.]

My fellow North Carolinians:

The year 1970 is now history. But I would like to review this first year in the seventies—the second year of my administration. It was a year, to be sure, in which North Carolina had its problems. But they were problems of a growing, concerned, and dynamic state, not the problems of a coasting, indifferent, and struggling state.

Many, if not most, of us may well remember 1970 as "The Year of Our Environment." In speaking of our environment, I

[172] Peter Jaspersen Chenery (1919-), government official from Durham; native of Chicago; B.S., Harvard; positions in research and development with several institutions and corporations prior to becoming director of North Carolina Board of Science and Technology in 1963. *Who's Who in the South and Southwest, 1971-1972*, 107.

do not speak just of our physical environment. Rather, I speak of our environment, as defined by one dictionary, as "the aggregate of surrounding things, conditions, or influences, especially as affecting the existence or development of someone or something."

Thus, in calling 1970 "The Year of Our Environment," I mean that it was a year in which we focused our attention on all of the things, conditions, and influences surrounding us; on health and education; on transportation and law enforcement; on housing and economic conditions; as well as on the conservation of our natural resources and the protection of our physical environment.

PHYSICAL ENVIRONMENT

To begin, let's take a look at developments during 1970 in respect to our physical environment.

It was the year of Earth Day, of the corn blight, of the fish kills in Hyde County waters and in the Yadkin River, of severe flooding in western North Carolina. It was the year of three children dying apparently from parathion poisoning, of mercury being found in some of our streams, of nerve gas being moved by train across the southern border of our state to Sunny Point and then by ship out into the Atlantic. These incidents, and a number of others, are vivid reminders of the extensive, complex pollution problems we face. There is little purpose, though, in simply identifying problems. We must, in addition, take steps to correct these problems. Let me give you a rundown on some of the steps we have taken.

In January I directed that a study be made of the extent to which state agencies and institutions were polluting our physical environment and that immediate steps be taken to eliminate such pollution. The study uncovered many problems, most of which have been corrected. Others are in the final planning stages of being corrected. Further study and work will be needed to correct some of the larger problems. Also in January, Duke, N.C. State, and the University of North Carolina at Chapel Hill formed the Triangle Universities Consortium on Air Pollution, the first project of its type in the United States.

On July 1 North Carolina's first regulations governing air pollution went into effect. These regulations pertain to the control of open burning, the emission of dark smoke, and the discharge of sulfur oxides and particulate matter. In 1971 it is expected that emission control standards will go into effect to limit the quantities of particulate matter and sulfur dioxide that may be dis-

charged into the atmosphere. In the past year fifteen permits were issued for the installation of air pollution control devices having an estimated cost of $2.1 million.

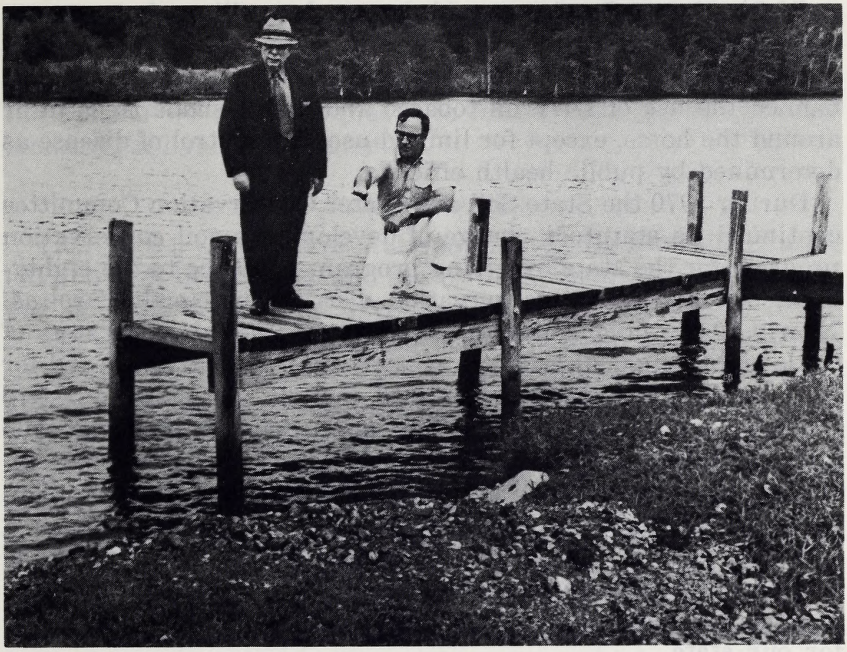
In October the Board of Water and Air Resources upgraded North Carolina's water quality standards. The board will hold hearings in 1971 for the purpose of upgrading our state's stream classifications. In the past year the value of permits issued for the construction of waste water collection and treatment facilities doubled, from $38.7 million in 1969 to $77.3 million in 1970. Permits to construct these collection and treatment facilities jumped from 180 in 1969 to 230 this year.

In June it was announced that enough money had been raised to add about 1,400 acres to the Pilot Mountain State Park. This acreage includes two islands in the Yadkin River. In July North Carolina's first nature preserve was dedicated. This is the Weymouth Woods Nature Preserve and Interpretive Museum in Southern Pines. It consists of more than 400 acres.

In November the historically significant area known as Boone's Cave in Davidson County was donated to the state by the Daniel Boone Association of Lexington. This 103-acre site will be used by our Parks Division as a pilot project to develop recreational areas smaller than the 400-acre minimum now required for a full-fledged state park.

In the past year, the State Zoo Authority was established, bringing five years of research and study into sound focus. Recently the authority conducted public presentations to determine a site for the proposed park. The site has been narrowed down to the following five areas: Albemarle, Asheboro, Concord, the Research Triangle, and Statesville. Studies are nearing completion on the impact the proposed park would have on our physical environment and on our economy. Happily, several major sources of private revenue have been secured for the proposed state zoo.

During 1970 our Wildlife Resources Commission initiated the purchase of 6,000 acres in Camden and Currituck counties to further its big game and waterfowl management programs. In Johnston County the Hackney Game Restoration Area, consisting of over 8,700 acres, was established and stocked with deer. By agreement with John Umstead Hospital, 12,500 acres in Granville and Durham counties were acquired for game management and public hunting. During the year state-owned fish hatcheries stocked more than 17.5 million fish in public waters.



Erosion was the cause of problems such as the one pictured here. Orville L. Woodhouse of Grandy and the governor are viewing an eroded road at Churches Island in Currituck County on November 11, 1970. (Photograph by Aycock Brown.)

The North Carolina Marine Science Council was reorganized early in the year. Since then the members of this council have identified a number of problems in our coastal zone and are currently preparing legislation to establish meaningful penalties for violations of the dredge-and-fill law and also a coastal zone authority to provide comprehensive management of our coastal resources. The council also has proceeded with plans for establishing three marine science centers on our coast.

In another "protection" area, our Department of Conservation and Development undertook an experimental program to halt beach erosion in Brunswick and Carteret counties. With the aid of a special $50,000 grant, the department will soon be installing new type groins on beaches which have been damaged by storms.

During the year, C&D's Mineral Resources Division implemented the Mining Registration Act by registering 596 active mines in the state. The State Mining Council formulated proposals for the protection against mining disasters. The proposals will be presented to the 1971 General Assembly.

C&D's Forest Service provided enough seedlings last year to replant about 15,000 acres.

In respect to pesticides the Department of Agriculture last year banned the use of DDT on tobacco and on all shade trees in or around the home, except for limited uses for control of disease as determined by public health officials.

During 1970 the State Soil and Water Conservation Committee continued its statutory charge of developing a soil conservation program for the state by giving program guidance to the eighty-eight soil and water conservation districts in North Carolina. Nearly 70,000 landowners in our state are official cooperators of these eighty-eight districts. A conservation plan is developed for each landowner. Practices stressed include sod planting, strip cropping, contour farming, reforestation, wildlife plantings, tile and open ditch drainage. Other activities of this committee include promoting its Small Watershed Program and Resource Conservation and Development projects.

In 1970 about 100 agencies, organizations, and individuals formed the North Carolina Land Use Congress for the purpose of planning, developing, and maintaining a sound land-use policy for our state.

In February I established the Governor's Advisory Committee on Economics and Environment. With North Carolina having, on the one hand, undernourished children living in economically deprived conditions and having, on the other hand, serious pollution problems, we must have a definite policy to guide our economic development within the framework of a clean, safe, and healthy environment.

In March I put together a booklet entitled, *North Carolina's Work in Environmental Protection.* This booklet summarizes the work of the state agencies which are actively involved in protecting our physical environment. A limited number of copies of this booklet are still available. You may obtain one simply by writing to me.

The 1970 Census showed that North Carolina's population growth rate appears to be slowing down. In the decade of the sixties our population grew by almost 9 percent, which was less than the national rate of growth but still enough for us to retain our eleven congressional seats. I hope that our population growth continues to slow down. North Carolina does not need its cities to become gigantic, overpopulated, urban jungles.

During the past year we realized that all of us are polluters

and that all of us must pay the costs to clean up our physical environment. These costs will be high, but I believe we can bear them. Actually we have little choice in the matter. We must bear the costs if we are to bequeath to future generations any semblance of a livable environment.

TRANSPORTATION

There are a couple of indications that we are attaining a safer environment in one area, and that is in transportation. For example, in 1969 there were sixty-eight boating fatalities in North Carolina. Last year that figure was cut almost in half, down to thirty-five, at last report. In addition, our highway death toll has declined for the second straight year. In 1969 there were sixty-four fewer traffic deaths in North Carolina than in 1968. The 1970 toll, after the delayed fatalities have been included, is expected to be about forty-five deaths below the 1969 toll.

The steady decline in our highway death toll is all the more dramatic when we consider that there are almost 150,000 more registered vehicles and at least 150,000 more licensed drivers in our state today than a year ago. In addition our cars, trucks, and buses drove about 31.25 billion miles over our highways this year, about 1.5 billion miles more than in 1969. North Carolina achieved a milestone in traffic safety in 1970. Our highway death rate, which is figured on the number of fatalities per 100 million miles traveled, is expected to be, when the final figures have been tallied, about 5.7 this year. Never before had this figure been below 6. In 1969 for example it was 6.2. In 1968 it was even higher—6.7. Obviously, travel over our highways is becoming increasingly safer. This very encouraging trend is due to a number of factors, such as the law requiring the annual inspection of vehicles, the construction of more interstate highways; the construction of cars equipped with seat belts, padded dashboards, and other safety features. Still another reason is that, since North Carolina's Implied Consent Law went into effect sixteen months ago, arrests and convictions of drunken drivers have sharply increased.

In May our Department of Motor Vehicles was honored by the National Safety Council for having the best program of defensive driver education in the United States. This was the second straight year that our Department of Motor Vehicles has won this award and the fifth straight year that North Carolina has led the nation in the number of motorists trained in defensive driving. Let us be proud of our achievements in highway safety. But let us not

be content until our highways are made as accident-free, injury-free, and death-free as is humanly possible.

Let's turn now to other aspects of transportation. In highway construction, North Carolina in 1970 had its greatest year in history. With the increased revenues coming in the state was able to let $173 million in contracts last year, over $25 million more than in any previous year. In the past twelve months, more than 1,800 miles of secondary roads were improved, including nearly 1,400 miles that were paved.

In addition the state let to contract fifty-six miles on the Interstate system and opened to traffic more than sixty-five additional miles. This latter figure includes the opening of the 26-mile-long "missing link" of I-40 between Winston-Salem and Statesville. Construction is proceeding on another troublesome "missing link," the one on I-85 between Durham and Henderson. Three stretches of that "missing link," twenty-eight miles in all, are under construction and should be completed and opened to traffic by next December.

During 1970 the state moved to improve 1,764 miles of primary roads, of which 1,515 miles were resurfaced and 249 miles were let for new construction. Let me touch briefly on some of the major projects we have under way to improve our primary system.

For many years we have heard of the pressing need for a four-lane highway from Wilmington to Charlotte and on to Asheville. It is 203 miles from Wilmington to Charlotte; 100 of those miles are now four-laned. It is 115 miles from Charlotte to Asheville; 51 of those miles are now four-laned. This year, several new contracts were awarded on this port-to-peak route; and it is hoped, by the end of my term in office, the entire length will either be four-laned or under contract to be four-laned. The same is true for another east-west route, Highway 70 from Morehead City to Durham.

Considerable emphasis is being placed on improving our other primary roads, such as Highways 264 and 17 in the East, 220 in the Piedmont, 25 in the West, and 421 and 64 all across the state.

During 1970 the Coastal Plains Regional Commission approved and recommended to Congress a developmental highway system which would cost $2.6 billion in state and federal funds. North Carolina's share would be in excess of $900 million.

In the past year our six ferry routes were used by more than 1.5 million vehicles and by more than 2 million people. One ferry run alone, the one across Bogue Sound to Emerald Isle, trans-

ported more than 1 million passengers. When the bridge across Bogue Sound opens in 1971 the ferry boats currently in use there will be diverted to other locations. One of these boats will enable us to begin another toll-free ferry service, from Cherry Branch in Craven County across the Neuse River to Minnesott Beach in Pamlico County. We are constantly improving our ferries, because they constitute a principal tourist attraction and aid our state's economy.

Elsewhere on the transportation scene, the state provides financial assistance for the construction of community airports. In January the state gave $60,000 to the airport authority of the towns of Henderson and Oxford and of Granville and Vance counties. This was the largest such grant in our state's history.

ECONOMY

Let's review now our state's economic environment in the past year. 1970 was not another record-setting, boom year of unparalleled economic growth. Nor was it an ultra bleak, depression-like year.

Let's examine the data. In the first ten months of last year unemployment insurance benefits to eligible jobless workers in our state amounted to over $38 million, nearly twice the amount of benefits paid in the same period of 1969.

Unemployment in North Carolina has risen in the past year to about 3.4 percent. Although we are well below the national unemployment rate of 5.6 percent I am still greatly concerned, especially about the unemployment among our cotton and hosiery mill workers. A number of our textile plants shut down during the year; others operated on less than full steam. The result, naturally, was a reduction in wages earned by workers.

Between October, 1969, and October, 1970, earnings of the more than 700,000 manufacturing workers in our state advanced 11 cents to $2.49 per hour, for an increase of 4.6 percent. But this gain was offset by a gain of 5.8 percent in the consumer price index in the same twelve-month period.

In 1970, for the first year in the last thirteen years, building in North Carolina's thirty-six largest cities failed to outstrip all previous years. During the first eleven months of this year the value of construction permits issued by our thirty-six largest cities totaled nearly $481 million, a decline of almost 11 percent in comparison with the same period of 1969.

Per capita income in North Carolina in the first six months of 1970 was at an annual rate of $3,135; and it is calculated that we now rank thirty-eighth among the fifty states in per capita income, a distinct improvement over our position in previous years.

There were some other bright spots in our state's economic picture last year. The 783 million pounds of flue-cured tobacco our farmers grew sold for a record high of $561 million, $46 million above the 1969 gross sales.

Cargo movement last year at our two major port terminals, Wilmington and Morehead City, totaled nearly 2.5 million tons, an increase of over 27 percent above the 1969 tonnage.

Because of substantial increases in exports of manufactured and agricultural products from North Carolina last year, our state moved from the tenth to ninth position in total value of exports among the fifty states. The value of North Carolina's exports is increasing by about $60 million a year. It was announced recently that our export volume amounted to nearly $740 million in 1969. I would add that North Carolina leads the nation in the export of tobacco, textiles, and furniture.

Our export sales should increase appreciably in the years ahead, in view of the development currently under way at our port in Wilmington. During 1970 the construction of two more ship berths, costing $3.5 million, was completed; and construction began on building two additional ship berths and on expanding a cargo storage area.

During 1970 capital investments by industry for new and expanded facilities should exceed $600 million. But this will be well below the record high set last year of over $680 million. It is still an encouraging figure, especially considering all of the economic uncertainties of the past year.

The $600 million investment is expected to add more than $100 million to our state's annual payroll and will create about 20,000 new job opportunities for our citizens.

During 1970 our Department of Conservation and Development initiated an active program of assisting our communities with populations of less than 15,000. These communities were assisted in organizing local industrial development teams and were urged to undertake several projects to qualify for the Governor's Award. Sixty-five Tar Heel communities have participated in this program. It is hoped that this effort, and others similar to it, will serve to revitalize our smaller communities, making them attractive for the establishment of clean, high-wage industries.

HOUSING

North Carolina's economy should receive a healthy shot-in-the-arm once our Housing Corporation is in full operation. In July the North Carolina Supreme Court upheld the constitutionality of the Housing Corporation. But the effort to implement the corporation has been delayed. We are awaiting a formal ruling from the Internal Revenue Service that will determine the corporation's lending rate. We are also waiting for conditions on the bond market to improve. We hope we can go to market with our bonds by early this summer. Immediately thereafter, we will begin extending mortgage capital for the construction of housing for North Carolina's low-income families. It should be emphasized that our Housing Corporation will not infringe on the private, conventional market. The corporation will finance housing construction only for those who cannot obtain mortgage capital elsewhere.

During the year the housing specialists in our Department of Local Affairs worked with eighty local housing authorities and with potential builders of low- and middle-income housing to establish new programs and to expand existing programs.

Elsewhere on the housing scene, in March I asked the leaders of our electric membership cooperatives, at a meeting of the Tarheel Electric Membership Association, to help solve our serious rural housing problems. The co-op leaders responded by cooperating with the Farmers Home Administration to bring the benefits of an expanded Farmers Home housing loan program to those many rural North Carolinians, who, through this program, can get better homes for their families. In the past nine months, Farmers Home has substantially increased the number of loans made and FHA-financed homes constructed.

EDUCATION

Education was much in the news in 1970. That is no surprise, considering that students make up a full one third of our population and that more than 70 cents of each dollar in our General Fund is spent on education.

When the current school year began in September, teachers in our public schools, technical institutes, community colleges, and universities received pay increases, ranging from 8 to 10 percent. These raises were identical to pay increases that went into effect during the 1969-1970 school year.

More than 1,500 new public school classrooms were built in our state last year, and 1,200 more are scheduled for construction.

Yet nearly 6,000 more classrooms are needed, right now, by pupils being educated in old and inadequate facilities.

We are still awaiting the U.S. Supreme Court's verdict on whether it is necessary to bus students to achieve racial balance in our larger, urban school districts.[173] But I believe our worst school problems are behind us, and I fervently hope that our teachers will soon be able to teach and that our children will soon be able to learn in an atmosphere free of turmoil.

This past year was one of expansion for our program of occupational exploration in the middle grades and for our kindergarten program. The program of occupational exploration began in January. More than 50,000 students in 107 schools are now enrolled in this program, which enables them to go into laboratories and shops and be introduced to the world of work. Many of these students once had poor attendance records; now they are attending school regularly. Others were doing poor classroom work; now they are doing good work in the shops and labs. Still others have improved their grades in regular subjects. Nearly all of these students have shown great enthusiasm for this new program and for their future entry into the world of work.

Today, over 700 of our five-year-olds are enrolled in eighteen public kindergarten projects across our state. The results thus far of our kindergarten program have been most heartening. A year ago all of our children about to enter kindergarten were tested on their understanding of basic concepts in different subjects. When their scores were averaged, they ranked in the bottom third of five-year-olds tested across the nation. But when tested this past May, after six months in kindergarten, they placed in the top third. Obviously, our kindergarten program is very worthwhile. Yet, less than 30 percent of the five-year-olds in our state are enrolled in public and private kindergartens. This valuable learning experience should be made available to all of them.

In our fifty-four technical institutes and community colleges, enrollment last school year was up to almost 295,000, an increase of nearly 22 percent over the previous school year. In 1970 the new Person Technical Institute opened its doors to students; and two other institutes, Caldwell and Onslow, added the college transfer

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[173] The United States Supreme Court later upheld the concept of busing to achieve racial balance in the case of *James Swann et al.* v. *Charlotte-Mecklenburg Board of Education et al.*, 402 U.S. 1 (1970), which is discussed in the headnote to the statement issued by Governor Scott on August 25, 1970, pages 559-561. The decision was actually handed down on April 20, 1971.

program. Fourteen of these fifty-four completed major capital improvements during the year, and sixteen others initiated major capital projects. During the year a federal official who works with junior colleges across the country stated that North Carolina's system of community colleges and technical institutes ranks among the top five in the nation.

During the year our Board of Higher Education conducted four important studies. One study was on the need for financial assistance to students to enable them to get training beyond the high school level. This study will be completed in the next month or two, and out of it will come recommendations for the 1971 General Assembly. A second study on the needs of private colleges in North Carolina has not been completed, but it has already revealed that many of our private institutions face serious financial difficulties. This study, too, will result in recommendations to the General Assembly. A third study deals with the state's needs for academic programs of various kinds. This study represents an attempt to determine what new programs are needed and what existing programs either are not needed or are not being utilized. The fourth study will lead to the establishment at all of our public senior institutions of a management information system. This study will enable us at the state level to get information that has not previously been available, to determine the cost of various programs, and to consider how we might utilize our resources to better advantage. These four studies should help us improve the quality of higher education in North Carolina.

In the coming months, I expect that I will have more to say about the area of higher education, particularly about the need to restructure our present system.

On a personal note, in June I was elected chairman of the fourteen-state Southern Regional Education Board. SREB is the operating agency of the nation's first interstate compact for higher education. It cooperates with educators, governmental officials, and civic leaders to further the South's efforts in higher education.

HEALTH

Turning now to the area of health, I am pleased to report that North Carolina continues to rank first among the fifty states in the number of health facility projects constructed under the Hill-Burton Act. During 1970 forty such projects, costing $131 million, were under construction. In addition to these, our Medical

Care Commission has been readying plans during the past year for twelve more health facility projects estimated to cost $31 million.

In 1970 the Medical Care Commission approved 263 new students to receive educational loans to study in the health professions. This represented an increase of 20 percent over 1969. During the year 158 hospitals involving 21,000 beds were licensed as meeting the commission's standards for patient care and safety.

The State Comprehensive Health Planning Advisory Council reported on the most comprehensive citizen review ever undertaken of our health needs and resources. This report points the way to an improved partnership between government and the private sector to protect the health of our citizens.

The Division of Vocational Rehabilitation in the Department of Public Instruction is proceeding with plans for a major, long-range expansion of vocational rehabilitation facilities, including state, regional, and local centers.

Our State Board of Health is completing its statewide nutrition survey to find malnutrition and its causes. The results of the survey are being tabulated and should be made public early in 1971.

The study of byssinosis among employees of the cotton textile industry is continuing at selected plants in the state. This study, a joint venture by the Board of Health, Duke Medical Center, and Burlington Industries, is designed to determine the prevalence of this disease and an acceptable method for its prevention.

During the year 731 blind and/or visually handicapped persons were rehabilitated by the Commission for the Blind. The Division of Vocational Rehabilitation reports that the number of handicapped persons who were rehabilitated and successfully placed for employment in 1970 will exceed 10,000. Of these, over 1,500 were mentally retarded. Through the concentrated and concerted efforts of the Employment Security Commission, approximately 5,800 additional handicapped persons were placed in gainful employment. This gives us a grand total of more than 16,500 persons who were successfully rehabilitated and employed during 1970.

North Carolina's first comprehensive community mental retardation complex opened last year in Mecklenburg County. A second community complex is expected to open in Guilford County in 1971. These pilot facilities will serve as models for other communities.

In June it was announced that North Carolina ranks first in the nation in the evaluation and training of mentally retarded children. We achieved this ranking because our eleven Developmental Evaluation Clinics were strategically placed all across the state within access of most of these children.

With funds provided by the 1969 General Assembly, large numbers of retarded children last year were transported to and from public schools for the first time. Also, the State Board of Education authorized an increase of 516 positions for teachers of mentally retarded, visually handicapped, and other exceptional children. This was the largest such increase ever in a single year in our state.

The Ambulatory Patient Care Center at North Carolina Memorial Hospital in Chapel Hill was dedicated in 1970. This large center will be able to accommodate 250,000 outpatients a year, keeping these patients out of expensive and scarce hospital beds and enabling many of them to stay on their jobs.

Medicaid began January 1 of last year. Our program is probably the most comprehensive to be found in any state. Nationally, Medicaid reaches only about one third of those who qualify; in North Carolina it reaches two thirds. Under Medicaid, the needy and the medically indigent receive dental, optometric, chiropractic, and home health services; drugs; eyeglasses; hospital services; X-ray and laboratory services outside hospitals; physician care; and nursing home services. Medicaid is a sound investment in the future of our state, because, by providing necessary medical services, we can expect healthier and more productive citizens in the future. The need for this program is illustrated by the fact that over 26 percent of the young North Carolina men examined in 1969 by the Selective Service were rejected for reasons of physical health.

In addition to administering Medicaid and a number of other programs, the Department of Social Services last year implemented several federally-financed, innovative demonstration projects. These projects will bring into our state, over a three-year period, approximately $10 million in federal funds. These projects include day care centers for disadvantaged preschool children, extended day care for schoolchildren who need care after school, a project to demonstrate to assistance recipients the results of the effective use of the medical services program, and a test of the effectiveness of legal services currently offered the needy.

Under supervision of the Department of Social Services, since the 1969 General Assembly adjourned, eight counties have built and opened new jails; and three municipal jails have been built. Currently under construction are eight county jails and one juvenile detention center. In addition sixteen counties are completing plans for building new jails.

Two studies got under way last year with the goal of improving social services in our state. Under one study, authorized by me, the present system is being examined and recommendations are being prepared to effect maximum efficiency and economy. For the first time the entire concept and system of public welfare is being thoroughly examined so that needed improvements can be implemented.

During the year the Board of Social Services and the Board of Health entered into an agreement whereby family planning services and necessary supplies will be made available at no cost to those who need and want these services.

During 1970 four more community mental health clinics began operation, bringing to fifty-five the number of clinics and centers we have in operation. During fiscal 1970 these clinics served over 48,000 patients, an increase of over 10,000 patients served in fiscal 1969; but, during the past two fiscal years, a slight decrease has been noted in the number of patients admitted to and treated in our four state mental hospitals. Obviously, more potential patients are finding community mental health services more widely available for their use. This is an encouraging trend.

Alcoholism continues to be a serious health problem in our state. During fiscal 1970 admissions to our three alcoholic rehabilitation centers were more than three times the number of admissions in fiscal 1969. During the same period, the number of patients served also more than tripled. We must intensify our efforts in dealing with this problem.

DRUG ABUSE

One health problem, the illicit use of dangerous drugs and narcotics, grew more serious in 1970. In the first eleven months of last year, overdoses of drugs and narcotics caused the deaths of at least seventy-four North Carolinians, including twenty-three from barbiturates.

The most frightening narcotic in use is heroin. In 1968 there

were no known deaths from heroin poisoning in North Carolina. In 1969, one such death was recorded. But last year at least nineteen of our citizens died from heroin poisoning.

The problem of drug abuse is not limited just to the funeral home; it also extends into the wards of our mental hospitals. Our mental health officials report substantial increases in the past year in drug dependent admissions to our state mental health hospitals and in the treatment of drug dependent patients in our mental health clinics.

Nor is the drug abuse problem limited to the health field. It is very much a problem with our law enforcement officers. Arrests for violating our laws on the possession and use of dangerous drugs and narcotics have been made in about seventy-five of our hundred counties. In addition, marijuana has been found growing in about sixty of our counties.

Many of those arrested have been convicted, and many of those convicted have gone to prison. In 1969 eighty-six such prisoners were confined in our state's correctional system. That number doubled last year. It is estimated that between 175 and 180 drug offenders, many of them young people, were convicted last year and sentenced to active prison terms.

Solving our alarming drug abuse problem requires a coordinated effort of law enforcement, preventive education, treatment, and rehabilitation. Here are some of the activities we have under way. In the Department of Public Instruction a committee has been set up to devise more effective approaches to drug education in our public schools. We must have well-trained teachers who know the facts about drugs. We must also provide up-to-date books, pamphlets, and films on the subject.

In the Department of Mental Health a narcotics and drugs treatment and rehabilitation program has been set up. Here, information is obtained about how North Carolina and other states are coping with the drug abuse problem. This information is evaluated to determine what we should do and also what we should not do.

The problem of drug abuse is also a matter of serious concern to our State Bureau of Investigation, Highway Patrol, and Department of Correction. The Legislative Study Commission on the Use of Illegal and Harmful Drugs was set up by the 1969 General Assembly. This commission is studying the drug abuse problem and will report its findings to the 1971 General Assembly.

In June the study commission's staff set up what is known as a

"cool line" telephone service to disseminate information on drugs and narcotics. The purpose of the "cool line" is to provide information, not to serve as a crisis center. Yet, occasionally, those who answer the "cool line" must cope with crisis situations. For example, early last month, a seventeen-year-old boy who had taken an overdose of drugs called the "cool line" and was threatening to take his life. Quick thinking on the part of the person who took the call resulted in the call being traced. The boy was taken to a hospital, and his life was saved.

In my opinion nothing is quite as pathetic as a young life destroyed or permanently damaged by mind-bending drugs and narcotics. Such a wasted life constitutes the most flagrant and needless form of pollution. Let's not kid ourselves: the problem of drug abuse in North Carolina is serious. But now is not the time for hysteria. We must approach the problem rationally and factually and with determination to remove this terrible blight from the lives of our young people. As a "must," I favor even stronger punishment for the drug dealers and pushers, those vendors of injury and addiction and death.

LAW AND JUSTICE

Let's turn now to review the broad area of law and justice. In this broad area there was a significant "ending" and also a significant "beginning" during 1970. It was the "ending" of court reform and the "beginning" of prison reform.

In 1955 court reform in North Carolina was just an idea. In early December, 1970, it became an accomplished fact. Ours is one of the very few fully unified court systems in the United States. A fully unified court system is one completely funded as to operational costs and administered by the state. We have reason to be proud of it. It took a lot of hard work to reform the structure of our courts; and it is going to take a lot more hard work to reform, or improve, our prison system. That work has begun.

In January the Committee on Legislation and Public Morals of the North Carolina Council of Churches chose our state's prison system as an area of special concern. As an initial step ten clergymen, one layman, and one reporter toured Central Prison.

In April the Council of Churches joined with the Presbyterian Synod of North Carolina in sponsoring an hour-long documentary entitled "A Century at Central Prison." This program was televised across the state and drew considerable response from view-

ers, who praised the program and declared their support for improving our prisons.

In early June I spent over seven hours touring Central Prison and other correctional facilities in Raleigh to see, firsthand, the conditions which exist there. These conditions often lead to the breeding of professional criminals; they almost make a mockery of any idea of rehabilitation.

Later in June I called upon the North Carolina Bar Association to become concerned about and involved in improving our prison system. In August the Bar Association responded by appointing its Penal System Study Committee. To date this committee has held eight meetings, most of which lasted for two days. The committee members have put in over 2,000 man-hours of work. They have visited fifty of our state's seventy-seven prison units. I am advised that the Bar Association's study committee will report its findings and specific recommendations to me in the middle of March.

In October I appointed twenty-five persons, including three inmates and a number of prominent civic, religious, and business leaders, to help develop job opportunities to prisoners returning to the outside world. This project, "Jobs for Ex-Offenders," is unique; it is the first and only one of its kind in the United States. The goal, simply, is to open meaningful doors to ex-offenders after they have paid their debts to society, thus preventing them from returning to crime and to prison. At the present time, for every ten persons released from our correctional institutions, seven return to prison within three years.

The people of North Carolina can render a great service and strike a great blow for law and justice by actively working to cut down this excessively high rate of recidivism. In doing that we can also cut down on the costs of crime in terms of the number of injuries to victims and damages to property, in terms of welfare costs for families of inmates, and in terms of spending tax dollars to maintain inmates in our state's prison system.

I am not talking about coddling criminals. I am talking about punishing them and also rehabilitating them, correcting them so that more and more of them will return to society and be responsible, law-abiding citizens.

Our state constitution states that the "object of punishment is not only to satisfy justice but to reform the offender and thus prevent crime." Let's work toward having a prison system that "corrects," not "graduates," criminals.

During 1970 the Board of Paroles and the Probation Department increased their caseloads substantially, resulting in a savings of millions of dollars to our taxpayers. The year 1970 was the first in which all eight training schools under the Department of Juvenile Correction provided driver education courses. In the summer this department operated two camps for regular students from the training schools. And in November the department established a Youth Services Center in Buncombe County to provide consultation services to the various agencies and institutions serving children and young people in eighteen western counties. It is hoped that this center will serve to keep many of these children from ever being sent to a training school.

Let's review now other activities during the year in the area of law and justice. In June I appointed a committee to formulate plans for starting and operating the North Carolina Criminal Justice Academy, which will serve as a comprehensive system for training the 14,000 people who work in the various criminal justice agencies in our state. The first classes, to be held in temporary quarters, are expected to begin in April of 1971. The heart of this academy will be a Criminal Justice Training Center, which will be built in Raleigh near the Polk Youth Center. Most of the training for state law enforcement and correctional officers and part of the specialized and advanced training for local law enforcement officers will be conducted there. Training will be delivered to other areas of the state, primarily for the benefit of local law enforcement officers, through a series of regional training units to be developed and operated under arrangements between the academy and the Department of Community Colleges. Cooperative arrangements will be worked out between the academy and other public agencies and institutions, including universities, which offer criminal justice training.

The 1969 General Assembly appropriated $586,000 to plan and begin implementation of a statewide Police Information Network. Planning for PIN began in 1969. Last year the study was completed, and the final conclusions were reached as to the establishment of PIN. During the past year equipment has been purchased, local terminal sites have been selected, and PIN personnel have been hired. They will work in two adjacent buildings in Raleigh, including the building that headquarters the SBI.

Installation of the two UNIVAC computers and of the initial group of sixty terminals should be completed in January. Testing of the first phase of the system is to occur in January and

February. Additional terminals will be installed as soon as possible.

Initial applications of the PIN system include making available information on warrants, stolen vehicles, stolen property, missing persons, and message switching between the various terminals. When the PIN system has been completed, North Carolina will be a leader in advanced criminal justice information systems; and the various law enforcement agencies across the state will have this system for their exclusive use.

In the past year the State Bureau of Investigation has completed the implementation of the program authorized by the 1969 General Assembly. This includes moving into its expanded crime laboratory facilities, acquiring new equipment, and hiring more agents.

The SBI expansion is paying off. In the first eleven months of 1970 the SBI obtained twice as many convictions and recovered twice as much stolen property as it did in all of 1969. In the first



Governor Scott inspected the new SBI laboratory facilities on the occasion of the dedication, November 18, 1971. Left to right, Attorney General Robert Morgan; Senator J. J. Harrington of Lewiston; the governor; Charles Dunn, director of the SBI; and R. M. Keaton, chief chemist of the SBI.

eleven months of last year the SBI opened over 3,900 field investigations. This compares with less than 2,800 in all of 1969.

In the past year the State Law and Order Committee allocated $11.7 million for 448 project grants to improve our state's system of criminal justice. An additional $1.5 million was spent in planning these projects.

One of these grants enabled our Highway Patrol to create a process service unit and employ additional troopers whose primary responsibility will be the service of suspension and revocation notices. During the year a new patrol troop was established with headquarters in Hickory, and eighty-seven patrol supervisors completed courses of instruction in police traffic supervision, increasing their proficiency in handling complex traffic control duties.

GENERAL GOVERNMENT

In the area of general government the year's highlight was the passage in the November general election of the constitutional amendment requiring me, as governor, and the General Assembly to consolidate the 317 or so existing agencies, boards, and commissions in state government into twenty-five or fewer major departments by July 1, 1975.

Back in May I appointed the fifty-member Governor's Committee on State Government Reorganization to review proposals and to recommend to me specific actions to take. This committee is expected to report to me in the near future. After reviewing its report I will recommend specific reorganization legislation for introduction in the 1971 General Assembly.

This will be the first major reorganization legislation in the history of state government. Reorganization should make our state government less fragmented, more efficient and more economical, better coordinated and better organized, and, most of all, more responsive to the needs of the 5 million men, women, and children of North Carolina.

I am pleased that my administration has launched this reorganization effort, even though it will not be completed during my term and even though it will not greatly benefit me as governor. But it will benefit those who succeed me in this office, and, through them, all the people of the state. That, in the final analysis, is what is most important.

Five other constitutional amendments were approved by the voters in November. These include the first general revision of

our constitution in over a century. The language of the document was modernized and clarified. Obsolete provisions were eliminated, and several substantive changes were made to enable our state and local governments to function more effectively.

Another amendment enables members of the General Assembly to call a special session by petition of three fifths of the legislators. Another empowers the General Assembly to simplify state income tax filing procedures. Another applies property that escheats to the state for lack of lawful claimants to a fund to aid needy North Carolina students attending any of our public institutions of higher education.

The final amendment modernizes the constitutional provisions with respect to taxation and borrowing by local governments. This last amendment will not take effect until 1973. The others will become effective on July 1, 1971.

The 1969 General Assembly enacted legislation providing for the development of a system of multicounty, regional planning districts. In May I established the seventeen planning regions by executive order.

The reaction to this has been favorable and impressive. Many state agencies have begun to realign their functional boundaries. The federal government has assured us that its departments and agencies will recognize the districts and work with them. State policy regarding additional legislation, financial assistance, district functions, and state-district relationships is now being developed.

In connection with our planning efforts, I proposed, back in March, the establishment of a Governor's Council on State Goals and Policy, which would be a high-level advisory body to consider, across the board, all activities of state government that relate to the full development of our state. It would include health, education, housing, economic development, transportation, programs designed to protect our physical environment, and all other state functions which influence the type of future we create for our citizens. I want this to be a continuing council. During the next session of the General Assembly I will seek statutory authority for its establishment.

In July an office of state-federal relations was established in the Department of Administration. The role of this office is to strengthen North Carolina's part in developing those policies and proposals that are joint efforts between the national and state levels of government. This office also works to help us obtain our rightful share of federal funds.

Briefly, but of much significance, were these developments during 1970 in various agencies of state government:

In March I appointed a committee to determine whether there is a need for a school of veterinary medicine in North Carolina.

In April our State Library extended its incoming wide area telephone service, already available to our public and private colleges and universities, to major business and industrial research libraries. Work is proceeding on developing this network to include all other libraries in our state. The goal is to guarantee any North Carolinian anywhere rapid access to any information or other library resource he might need.

On July 1 employees under the State Personnel Act received a 2 percent across-the-board pay increase.

Also in July the Department of Local Affairs established five regional offices—in Asheville, Fayetteville, Raleigh, Salisbury, and Washington —to provide on-the-spot technical assistance to local communities. During the year more than 300 local governments requested and received service from the technical assistance staff of our Department of Local Affairs. The majority of these requests centered on our communities' vital need for additional water and sewage facilities.

In the summer the Department of Agriculture purchased about 350 acres in Sampson County as the site for a vegetable research station to serve five southeastern counties. Other highlights in this department in 1970 included the eradication of hog cholera, we hope forever, and the breaking of ground for a new diagnostic laboratory in Raleigh. The department's seed laboratory, in the wake of the corn blight, adopted labeling regulations to ensure complete identification of corn seed to be sold in 1971. We were the first state in the nation to adopt such regulations.

In September our Museum of Art welcomed its one millionth visitor.

In October North Carolina's third welcome center was opened on I-40 in Haywood County.

In December I recommended, and the State Personnel Board approved, that state employees required to work on Christmas day and other holidays be paid at the rate of time-and-a-half.

During the year four more structures in our state were designated as National Historic Landmarks: the Single Brothers House at Old Salem, the Palmer-Marsh House at Bath, and the Chowan County Courthouse and the Cupola House at Edenton.

The State Auditor's Department continued its work of design-

ing, installing, and improving all accounting systems employed by all state agencies.

Work also continued on expansion of the University of North Carolina's educational TV network. Three additional transmitters are being set up: in Farmville, in Delco near Wilmington, and on Sauratown Mountain northwest of Winston-Salem. When these three transmitters are hooked in with the five already in operation, educational TV signals will reach nearly 95 percent of the people of North Carolina.

During the year the twenty-six projects of our Council on Aging involved thirty-five counties and reached over 65,000 persons, a 50 percent increase over 1969. In addition 165 senior citizens' speak-out forums were held, in which nearly 8,000 persons participated. These speak-out forums were held in connection with the 1971 White House Conference on Aging. I hope that in the future we can intensify our efforts to assist our very deserving senior citizens, to enable them to have dignity, financial security, and serenity in the sunset of their lives.

In 1970 the Utilities Commission substantially completed its assignment of electric service between the electric utility companies and the electric cooperatives. In addition the commission continued its program during 1970 of eliminating multiparty telephone service in North Carolina. As of today about three fourths of this inadequate service has been eliminated.

The Personnel Department continued its program of management development seminars and workshops. Since these seminars began in August of 1968 they have benefited more than 1,000 management and supervisory personnel in sixteen agencies. In the new year, training and development efforts will be expanded to reach staff assistants and professional employees as well as supervisory personnel.

CONCLUSION

To sum up: 1970 was a good year, a year in which we, more than ever before, devoted our time and our talents to improving our total environment.

It was a year in which the word "progress" was redefined, or broadened. Progress now means working to achieve a clean, healthy, and safe environment, a livable environment, just as much as it means working to raise per capita income and to reduce unemployment and underemployment.

It means working to improve the quality of our water and our air, just as much as it means working to obtain clean, high-wage industries and to reduce our crime rate. It means planning, planning for the houses, schools, highways, water supplies, hospitals, doctors, and dentists that our future generations will need.

Much progress, solid progress, was recorded in North Carolina in 1970, this "year of our environment." I am confident that we will continue to make similar progress in the new year and in the years to come.

Achieving this progress will not be easy. It will require cooperation, commitment, and toil on the part of all. No doubt stumbling blocks will appear in our path. Of necessity there will have to be change, not change for the sake of change, but responsible change.

As we implement the changes that are needed, and thereby achieve progress, let us remember this prayer by the theologian, Reinhold Niebuhr:

"O God, give us serenity to accept what cannot be changed, courage to change what should be changed, and wisdom to distinguish the one from the other."[174]

Thank you.

NATIONAL ASSOCIATION OF HOME BUILDERS

Houston, Texas, January 17, 1971

Governor Scott, during the program "Housing Goals—Turning Promise into Reality," discussed the role of his state in improving housing for its citizens. He explained that within the state, which ranked twenty-eighth in area and twelfth in population, were the densely populated areas in the Piedmont, in the vicinity of the port terminals, and near the major military installations. Despite this heavy urbanization there was a healthy rural-

[174] "This prayer was composed by Reinhold Niebuhr in 1934 when he preached occasionally in the small church near his summer home in Heath, Massachusetts. After the service, Howard Chandler Robbins, a summer neighbor, asked for a copy. He is reported to have been handed the original. . . ." The prayer was later adopted as the motto of Alcoholics Anonymous; millions of copies were distributed by the USO to servicemen during World War II, and it has been reprinted by the National Council of Churches. June Bingham, *Courage to Change: An Introduction to the Life and Thought of Reinhold Niebuhr* (New York: Charles Scribner's Sons, 1961), [iii].

urban balance, with 55 percent rural and 45 percent urban population. Many people left behind on small and medium-sized farms had not shared in educational opportunities and health services. Those who had left farms for the city were often ill-equipped for urban life; many were "locked in poverty." Over the years state government had focused on improvements in education, roads, law enforcement, hospitals, etc., but not on housing.

Because the problem of substandard housing had been largely ignored, it had steadily become more serious. Governor Scott had concluded that decent housing was the state's business and had called for removal of the blight; consequently, the 1969 General Assembly had provided for the North Carolina Housing Corporation. The constitutionality of the corporation had been questioned but had been resolved favorably by the North Carolina Supreme Court. [See year-end speech, December 31, 1969, pages 243-247, for details.]

The Housing Corporation was not moving as fast as was desired because it had become necessary to wait for a ruling of the Internal Revenue Service relative to the tax-exempt status of the proposed $200 million in bonds and also for approval of the mode of operation. Too, the bond market was unfavorable, making additional delay desirable.

Governor Scott reported on plans of the corporation to concentrate in the area of low-income housing. Houses would be built by local builders; loans would be serviced by North Carolina lending institutions. Developer, builder, and mortgage servicer would all be local, because the Housing Corporation, rather than competing with private industry, wanted to boost it. The corporation would "commit to purchase loans on low-income housing made under federal programs from North Carolina lenders . . . [and would] also commit to the builder or developer so that he . . . [would be assured] long-term mortgage financing." The Housing Corporation was allowed to receive grants and gifts and to issue its own notes; and this fund would be lent to builders, developers, and sponsors of low-income housing. Scott continued by reporting that the state would help builders and developers who for one reason or another could not obtain private money at market rates. The development fund would provide interim money to start projects; bond proceeds would be used to purchase long-term mortgages. It was predicted that the Housing Corporation would promote "community stability, better citizenship, and pride of home ownership" as well as stimulate housing construction and provide jobs.

Three additional housing activities were mentioned briefly. The Low-Income Housing Development Corporation was "the only operative, private, statewide, non-profit housing development in the nation." This corporation, with public and private funds, had developed and was managing more than 300 low-income housing units; it had programs in both rural and urban housing and also had a land-banking program under way.

Also significant were North Carolina's electric cooperatives which were working to upgrade rural housing. Managers and directors of the cooperatives had met with Farmers Home Administration officials and had cooperated in telling rural North Carolinians that housing loans were available, that electric co-ops would help them obtain loans. In the preceding six months the FHA had approved loans for 3,352 homes.

The third activity was in the area of state-local cooperation. The Department of Local Affairs had a Division of Governmental Relations, which had six housing specialists to provide valuable technical assistance to local governments and local housing authorities.

The many worthwhile activities in the field aimed at better housing for North Carolinians. Despite the positive work which had been done, Governor Scott felt that housing activities were uncoordinated; the proposed Governor's Council on State Goals and Policy would, he felt, help remedy the problem.

"PRIORITIES FOR HUMAN SERVICES"

JOHN UMSTEAD SERIES OF DISTINGUISHED LECTURES

Raleigh, February 5, 1971

Scott's wife filled in for him and read his address in the John Umstead[175] Series of Distinguished Lectures, lectures named for a leader in the field of mental health. In the paper Governor Scott discussed the mental health program, reporting on achievements during the first biennium of his administration, 1969-1971, a time during which the budget for the Department of Mental

[175] John Wesley Umstead, Jr. (1889-1968), insurance agent from Chapel Hill; Bachelor of Philosophy, University of North Carolina, Chapel Hill; state senator, 1931, 1939; member, House of Representatives, 1941-1961; noted for work in field of mental health. *North Carolina Manual, 1961*, 562-563; statement issued by Governor Dan K. Moore, August 21, 1968.

Health had been more than $134 million. This increase of more than $35 million over the preceding biennium represented improved services at state hospitals, centers for the mentally retarded, and alcoholic rehabilitation centers; it also represented an increase in the amount of state matching funds for the support of community mental health centers. Since 1963 the number of patients served in the state's mental health facilities had risen from 49,000 to an estimated 77,000.

In connection with the reorganization of state government, the governor noted that one of the proposed agencies would deal with human services. He referred to reorganizational steps taken by the State Department of Mental Health when four mental health regions, each with a state hospital and a retardation center, were set up. In three of the four regions there was an alcoholic rehabilitation center. The geographic areas were further divided into areas each of which was made up of one or more counties. The forty-one program areas were each served by one of the regional psychiatric hospitals, regional centers for the mentally retarded, regional alcoholic rehabilitation centers, and community mental health programs.

The governor's paper called for continued development and improvement in the programs of the regional institutions; at the same time, there was need for increased matching support for the development of comprehensive community health programs. The Advisory Budget Commission had recommended an additional $4 million for the next biennium for that purpose. In each of the forty-one areas, a planning group was at work; some of these groups represented several agencies working cooperatively to develop goals.

Governor Scott reiterated his belief that the state could no longer afford the luxury of having each agency go its own way; coordinated planning and implementation had already assured accurate information about the progress of patients and clients. The Study Commission on North Carolina's Emotionally Disturbed Children had identified problems pointing up the need for multiagency cooperation: Approximately 30 percent of babies born to teenage girls in North Carolina were illegitimate; family disruption was causing increased stress on children and adolescents; one of each six children below the age of six was in a day care facility, many of which were not licensed; one child in ten failed the first grade, etc. A unified effort was the only hope for success for giving top priority to children and youth.

Other areas of concern mentioned in the address included those of corrections and those in which senior citizens were involved. Public interest in the field of mental health was great and growing, and the governor pointed out to those in the Department of Mental Health the opportunity "to mobilize public interest and action," particularly through their relationships with the Association for Retarded Children and with the State Mental Health Association.

NORTH CAROLINA DRIVER AND TRAFFIC SAFETY EDUCATION ASSOCIATION

Greensboro, February 6, 1971

Speaking at the first conference of the North Carolina Driver and Traffic Safety Education Association, held at A&T State University, the governor recalled the training of nearly 2,000 driver education teachers during the previous nineteen years. Among other dividends of driver education were fewer deaths on North Carolina's highways; in 1968 the death toll was 1,869; in 1969, it was 1,810; in 1970, it was 1,762. The decline was dramatic when consideration was given to increases in the volume of registered vehicles, the number of licensed drivers, and the miles traveled in the state. A milestone was reached the year before when the number of fatalities per 100 million miles traveled was 5.7; never before had the figure been under 6.

Governor Scott attributed the encouraging trend to the annual inspection of vehicles, the construction of more interstate highways, the building of cars better equipped with safety devices, the Implied Consent Law with the resulting increase in the number of convictions of drunken drivers, the steady improvement in emergency medical care, the upgrading of the Highway Patrol, and the fine work of the Department of Motor Vehicles and its defensive driver education program. Credit was also due the Highway Safety Research Center in Chapel Hill and the Highway Department, which had identified intersections, bridges, and other locations where accidents were likely to occur. Governor Scott commended the concerted efforts of the North Carolina Traffic Safety Council, the North Carolina Association of Women Highway Safety Leaders, the Governor's Highway Safety Program, the North Carolina Motor Carriers Association, and other groups.

The driver education program in the public schools had been steadily expanded since 1927, when the General Assembly had required traffic safety to be taught in the public schools. By 1957 the General Assembly required vehicle owners to pay $1.00 per vehicle for driver education, resulting in increased enrollment in driver education courses. Until 1963 such a course was elective, but the General Assembly in that year required training and provided that students between the ages of sixteen and eighteen would be given provisional licenses only. This enactment meant that young drivers had to follow safety practices or lose their licenses.

The governor also spoke of a film being made by a member of the Highway Patrol who had worked with Mrs. John D. Sugg of Albemarle.[176] Mrs. Sugg's son had been killed in a traffic accident, and her personal testimony showed what a family went through when one of its members abruptly lost his life. It was she who had organized the North Carolina Association of Women Highway Safety Leaders.

The governor reviewed the actual meaning of statistics, suggesting that for each traffic fatality there was a bereaved family, financial loss, etc. Fifty-five thousand people had been injured in traffic accidents during 1970. For each traffic accident there was an investigation, in many instances there was a resulting citation to court, and a prison sentence or heavy fine; there were insurance claims and lawyers' fees, days missed from work.

The governor called for increased efforts in driver education and for a continuation of the work of correcting hazardous driver locations. He insisted that drinking and speeding drivers be arrested and convicted. In conclusion, he said, "Let us not be content until our highways are made as accident-free, as injury-free, and as death-free as is humanly possible."

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[176] The North Carolina Department of Motor Vehicles won first prize for feature-length films promoting traffic safety at the International Film Festival of New York in October, 1971. The award was accepted by Highway Patrol Technical Sergeant Bill Huskins, who filmed and edited *They're Leaving Us All the Time*, and Mrs. Maxine Thomas, safety promotion assistant. Mrs. Sugg was narrator in the production. Information from Highway Safety Promotion Division, Department of Motor Vehicles.

STATEMENT BEFORE SUBCOMMITTEE ON ECONOMIC DEVELOPMENT, COMMITTEE ON PUBLIC WORKS, UNITED STATES SENATE

Raleigh, February 19, 1971

Governor Scott presented this statement during Raleigh hearings of the Subcommittee on Public Works of the United States Senate. He said the members of the Coastal Plains Regional Commission were pleased that North Carolina and the surrounding area had been selected "for field hearings to examine the interrelationships between the economic development efforts of local, state, and federal levels of government and to search for ideas about how these efforts can be improved and strengthened." In North Carolina, he reported, there was a vital concern for economic development. The bountiful economy had bypassed millions, and Scott felt it necessary to assure to each individual the "conviction that there is opportunity, energy, and purpose in his society rather than problems, inertia, and hopelessness." Government could not alone create an opportunity for a good life, but it could stimulate—or stifle—the energies of the people.

During the preceding two years Governor Scott had devoted a great deal of time to the task of building a strong partnership between state, local, and federal governments. He spoke of planning efforts which gave North Carolina an opportunity to shape the future and thereby avoid many of the problems associated with urban development. The state had been moving from an agricultural economy to one of more and more manufacturing and service industries. Without this growth and development the increasing aspirations of North Carolinians could not have been met.

What form would industrialization and urbanization take? Scott observed that North Carolina had small to medium-sized urban centers scattered throughout the state, with concentration in the Piedmont—the most desired developmental pattern. He said his administration was devoted to the development of rural areas, the goal being a jobs-people balance which would provide opportunity for those remaining in the rural areas.

Despite this goal and as a practical matter, many of the decisions with regard to expenditure of funds tended to strengthen the trend toward concentration of people in a few urban centers. Developmental planning was needed to provide balanced growth.

The proposed general revenue-sharing plan could be helpful in making local and state governments more responsive to the needs of people, the governor remarked.

Governor Scott commented on the Appalachian Regional Development Act and the Regional Commissions created under Title V of the Public Works and Economic Development Act of 1965, saying these had provided a framework for setting priorities. The Appalachian and Coastal Plains programs had developed a unifying principal for public spending; the interaction between state, local, and federal programs had been achieved in such a way as to give the commission programs value which should not be abandoned. It was important, too, that the commission programs gave the several states opportunity to coordinate their work on common problems.

On the other hand programs under Titles I, II, III, and IV of the Public Works and Economic Development Act, as administered by the Economic Development Administration, had not permitted developmental priorities of the individual states to influence expenditure of funds. Scott encouraged the committee members to keep in mind the superiority of the Appalachian and Coastal Plains programs as they deliberated the question of reshaping economic development outlines. The commission programs were proven, and Governor Scott encouraged Congress to extend them for four additional years. He also urged that Title V commissions be given equality in funding and federal administration comparable to that of the Appalachian Regional Commission. The governor noted that the Coastal Plains program had never received a realistic level of funding, though some 5 million people with average incomes of approximately $1,000 per person less than that of the national average lived in the region. To discontinue the program would perpetuate an injustice on those 5 million people. The keystone of economic development being people, their hopes and aspirations would be enhanced or hampered by the decisions of the Senate committee. The chief executive urged the committee to "build on that spark of hope which has been kindled by these special economic development efforts."

STATE BOARD OF HIGHER EDUCATION

Raleigh, February 19, 1971

Governor Scott, speaking to the members of the State Board of Higher Education, discussed at some length the question of medical education. Additional trained medical care personnel was needed; clinical hospitals were required throughout the state. Medical training at East Carolina University and expansion of the medical school at the University of North Carolina at Chapel Hill would each provide part of the answer.

Governor Scott thought it obvious that the state needed another medical school. The question was whether or not it could be afforded—a matter for the General Assembly to decide. It seemed apparent, Scott observed, that the University of North Carolina was doing all that it could to block the approval of the idea of a medical school at East Carolina University; the governor called for a stop to the maneuvering. He had learned that some question had been raised as to whether or not it would be desirable to have a one-year program of medical education at North Carolina State but added that State should move in the direction of a school of veterinary medicine. The proposal that the Raleigh university have a one-year program was, he suggested, another attempt to undercut the efforts of East Carolina University to bring to reality the establishment of a medical school there.

Some people felt another medical school was not needed immediately, but Scott realistically noted that first-year students entering in the fall of 1971 would not be practicing physicians until 1978 at the earliest. A package plan for health care training should include a medical program at East Carolina, expansion of classes at the University of North Carolina at Chapel Hill, support of North Carolina students at Bowman Gray and Duke University schools of medicine, and aid for North Carolina students attending the Meharry Medical School.

The plan should include expansion of clinical services for all the schools at Charlotte, Winston-Salem, Raleigh, Durham, and

other cities. Scott advocated immediate action to bring to reality the total package. He called on the State Board of Higher Education to recommend legislative approval of the program; he suggested further that the General Assembly by law require the University of North Carolina to work out a cooperative agreement with East Carolina University and other institutions relating to the acceptance of transfer students at the university school.

RALEIGH-DURHAM AVIATION

Morrisville, February 20, 1971

The importance of aviation to the people of North Carolina was recognized by Governor Scott when he spoke at the open house celebration of Raleigh-Durham Aviation in Morrisville. After giving a brief history of aviation in North Carolina, he commended its safety record; in 1970 there had not been a single fatality from commercial air travel in the continental United States. Travel by air was about six times safer than motor vehicle travel.

The governor called on the aviation industry to continue its efforts to reduce noise and air pollution caused by aircraft. He said there were also problems which general aviation shared with the commercial airports: space for parking, runways, and accessible highways to and from airports. Speaking of runways led Scott to comment on the unresolved conflict between the airport and Umstead Park. He observed that the number of people using the Raleigh-Durham Airport was approximately three times greater than the number of people who visited Umstead Park. The merits for upgrading the airport were obvious when the cost ($100 million) of replacing the Raleigh-Durham Airport with another one elsewhere was taken into account.

Aviation was important to the economy; industries often picked sites for new plants because of their proximity to airports. Aviation was also important to health, and Scott cited the University of North Carolina's School of Medicine which regularly flew physicians and others in related professions to hospitals and clinics all over the state. Since January, 1968, North Carolina's Regional Medical Program project had saved more than 40,000 hours of travel time.

North Carolina subsidized airports, using state funds to supplement federal airport development funds. Governor Scott referred

to plans being made to prepare a statewide airport plan which would be worked out in cooperation with local airport and federal aviation officials. Such a plan would, he surmised, reflect the importance of general aviation and the bright future in store for it.

BOARD OF TRUSTEES, CONSOLIDATED UNIVERSITY OF NORTH CAROLINA

Raleigh, February 22, 1971

During the preceding several weeks, Governor Scott reported, he had had representatives from the trustees of each of the sixteen institutions of higher learning meet with him so that he could outline some of the problems in the system. He had named a committee with trustee representatives from each state institution and had seen to it that the Board of Higher Education and the School of the Arts were represented. No administrators or paid educators were serving on the committee, whose chairman was Lindsay Warren, Jr., of Goldsboro; the members were working diligently to find an answer to the growing problem of higher education.

The governor said the committee was appointed because "a halt must be called to the in-fighting, the maneuvering, the overlapping, the duplication that is all too prevalent in higher education in our state today." All institutions of higher learning had been involved; the Board of Higher Education, with its limited authority, had been trying to bring about some coordination. Because of its limitations, it had not been too successful.

Governor Scott digressed to comment on editorial writers who had blamed him for much of the confusion in higher education. He observed that many of the writers had never attended a meeting of the Board of Higher Education; but they were critical of his request to the General Assembly, which was granted, that he be made chairman of that board. He commended the legislature for having made him chairman, saying he would have been unaware of many of the intricacies of higher education in North Carolina had he not been in a position to attend those meetings.

The governor felt the time had come to bring order into the educational system. It was time for each institution to become concerned with quality rather than quantity, time for each to cease

appealing directly to the General Assembly for funds, for authority, etc.

Some people argued that competition was healthy, but Scott noted that competition in higher education could lead to a serious waste of the state's resources. Private institutions provided sufficient competition for those supported by the state. Scott said he did not plan to withhold criticism because it was not considered "proper or nice to criticize the university"; he would praise the Chapel Hill university and support its efforts when he believed those efforts to be in the best interest of the people of North Carolina. The governor commended President Friday,[177] pledging his continued support and calling Friday one of the "foremost university administrators" of the country.

DEDICATION OF FOUR NEW BUILDINGS IN THE NATIONAL INSTITUTE OF ENVIRONMENTAL HEALTH SCIENCES CENTER

Research Triangle Park, March 1, 1971

Only fifteen years earlier the concept of the Research Triangle had been a dream. The area had, with careful planning, resulted in the Research Triangle Park, ranked among the foremost facilities of its kind in the world. The estimated 7,500 employees in eighteen firms or organizations working there illustrated the park's economic importance. The Research Triangle Park represented $120 million in buildings and an annual payroll of approximately $80 million.

Many of the people working in the park were highly trained and highly paid. The governor expressed appreciation for the "blue-chip citizens living in North Carolina and working for blue-chip firms." Research was being done by Chemstrand, Beaunit, IBM, Burroughs Wellcome, and other big companies.

The Research Triangle symbolized man's curiosity about the unknown. The governor expressed the hope that each state agency would maintain a close relationship with North Carolina research institutions which were working in the same field of endeavor. The

[177] William Clyde Friday (1920-), university president from Chapel Hill; native of Virginia, B.S., North Carolina State; LL.B., University of North Carolina, Chapel Hill; honorary degrees; World War II veteran; various university administrative posts; president, University of North Carolina, Chapel Hill, since 1956. *Who's Who in America, 1972-1973*, I, 1078.

possibility was being explored of setting up a major data bank, connecting agencies of state government by computer terminals. The idea was to reduce the time between knowledge learned and its application by operating state agencies. A data bank would provide information about completed research and about that being done; it could become an integral part of governmental agencies in the Research Triangle and perhaps also of some of the private research centers.

The Research Triangle Park was recognized for its efforts to protect the physical environment. Located there were federal agencies: the National Air Pollution Control Administration, the National Center for Health Statistics, the Forestry Sciences Laboratory of the United States Forest Service. State agencies in the park included the North Carolina Science and Technology Research Center; the base of operations for the Triangle Universities Consortium on Air Pollution, a cooperative effort of the University of North Carolina at Chapel Hill, Duke University, and North Carolina State University; and the Research Triangle Institute, the keystone of the park's activity.

The National Institute of Environmental Health, the only one of ten National Institutes of Health facilities outside of Washington, was also located there. At its dedication ceremonies, Scott voiced the opinion that of all the crises affecting the world, the most frightening was the prospect of the devastation of the physical environment. Nuclear destruction would require positive action; environmental ruin would take only the sin of omission. Such could not be permitted, and Governor Scott expressed confidence that the environment would be protected with men and organizations such as those in the Research Triangle working on the matter.

CHARLOTTE CHAMBER OF COMMERCE COFFEE CLUB MEETING

Charlotte, March 25, 1971

The Charlotte Chamber of Commerce Coffee Club's interest in supporting the "Jobs for Ex-offenders Program" tied in with Governor Scott's emphasis on making improvements in the field of correction. The chief executive met with the club, stressing the need for reform in prisons and urging that prisoners be prepared for their release to society.

The North Carolina Bar Association's study of the penal system

had received the governor's endorsement. Rehabilitation was one of the main concerns of the committee; and Governor Scott commented on statistics which showed that two thirds of all inmates in North Carolina's prisons would, within five years after they had been released, return to prison. A primary reason for this tragic story was the failure of the inmate to have a good job upon his release.

The governor told his audience that persons confined for more than fifteen years were given clothing, which cost less than $30.00, plus $25.00 in cash upon their release. A person who had served two to fifteen years received clothing and $15.00. Those confined for one day to two years were released with only the clothes they had worn into prison. He wondered how persons with such limited resources could hope to find suitable jobs. Many employers had closed the door to ex-offenders; and the governor asked, "Does not this closing of doors during the day lead many to illegally opened doors at night?" The alternative—failure to provide job assistance to ex-offenders—was costly. Repeated incarceration cost $6.00 per day per inmate; there was also citizens' fear of crime in the streets and homes.

To make the situation vivid, Governor Scott related that over 1,000 individuals left the correctional institutions each month. Of the state's yearly total of 13,000 there were 1,100 who returned to the Charlotte area. Approximately 20 percent left through the parole system, but others were released with less supervision or assistance.

In October, 1970, Governor Scott had appointed twenty-five leaders to advise the "Jobs for Ex-offenders" program in North Carolina. At the time he appointed the advisory committee Governor Scott had issued a statement in which he said, "The people of North Carolina can render a great service and strike a great vote for law and order by actively working to cut down on the excessively high rate of recidivism." He recalled the wording of the North Carolina constitution: "The object of punishment . . . [is] not only to satisfy justice, but also to reform the offender and thus prevent crime. . . ."[178] The governor expressed appreciation for the work being done by the North Carolina Bar Association through its Penal System Study Committee but indicated the need for support from the public if the work of the committee were to result in tangible achievement insofar as rehabilitation was con-

[178] N.C. Constitution, Article XI, Section 2.

cerned. In his speech in Charlotte, the governor reported that through this program a large number of ex-offenders had been successfully placed in meaningful jobs. The metropolitan Charlotte area contributed about 10 percent of the prison population, and the governor felt it logical that the "Jobs for Ex-offenders Program" work successfully in that location. The Charlotte area had the potential for handling the employment problem because of its industry and commerce.

The work of local leaders had been complemented by that of state agencies. The governor commended the Employment Security Commission and the program of Vocational Rehabilitation. The cornerstone, however, had been the daily cooperation among the Departments of Correction, Paroles, and Probation.

Scott reported that companies which had employed ex-offenders had found them to be excellent employees. He expressed hope that each inmate would be provided a good job opportunity and residence plan. The governor suggested that limited paroles for all, prior to final discharge, be considered. The Penal System Study Committee of the Bar Association, in commending the "Jobs for Ex-offenders" program, had urged its expansion. Governor Scott concurred with this recommendation and related that he had directed the Department of Correction, the Board of Paroles, and the Probation Commission to cooperate to the fullest extent possible. He called on his listeners to make Charlotte "the spearhead of efforts to make our state a national leader in the field of corrections."

[A few months later, on June 9 to be exact, Governor Scott spoke at a luncheon meeting of Piedmont Associated Industries in Greensboro. The purpose again was to support the "Jobs for Ex-offenders Program." On that occasion the governor announced that the National Association of Home Builders of Washington, D.C., had provided funds for a job training program at the correctional facility in Davie County. The "Jobs for Ex-offenders," working with the Department of Correction and the Board of Paroles, would try to place the persons who completed the eight-week course in jobs with North Carolina home builders. He also revealed plans for a "Concentrated Employment Program," undertaken as a result of a grant from the Law Enforcement Assistance Administration of the United States Department of Justice. The program, which would attempt to provide the ex-offender with needed attitudes and skills, was to be tried in the North Piedmont—twelve prison units in Alamance, Caswell, Davidson, Davie, Forsyth,

Guilford, Rockingham, Randolph, Stokes, Surry, and Yadkin counties would be involved. In addition to training the program would provide job development teams which would help find suitable employment and provide post-release counseling and follow-up.]

PRESS CONFERENCE WITH STAFF MEMBERS OF LEARNING INSTITUTE OF NORTH CAROLINA

Raleigh, March 30, 1971

Governor Scott met with staff members of the Learning Institute of North Carolina for the purpose of announcing for the state a new program dedicated to reclamation of emotionally disturbed young people—the Carolina Boys Camp in Montgomery County. Referrals to the camp, scheduled to open in June, would be from schools, courts, mental health clinics, and other agencies; boys between the ages of ten and fifteen would go to the camp for a yearlong experience of living and working together. In the first year the camp would accommodate twenty boys, but future expansion would mean space for forty to fifty boys. The governor announced that similar programs in other localities in North Carolina were anticipated for the future.

Trained counselors would work with the boys; and it was hoped that they, while acquiring basic skills and learning how to live with each other, would regain self respect.

Emotional disturbance was a growing problem in North Carolina. The Study Commission on Emotionally Disturbed Children had called attention to the inadequate number of public and private facilities and the prohibitive cost of the latter for many families. The study commission had encouraged the establishment of innovative residential programs, such as the Carolina Boys Camp, and the development of a comprehensive program for emotionally disturbed students in the public schools.

The governor expressed the feeling that the Carolina Boys Club would serve to keep some children away from state training schools. The club would be another resource for distraught parents, troubled children, and state agencies concerned with the problem of emotional disturbance.

Governor Scott commended Dr. A. Craig Phillips and the staff of the Department of Public Instruction for making certain federal

funds available for the development and operation of the camp. He expressed appreciation to the Learning Institute of North Carolina for its part in handling administrative and developmental functions, and he thanked several North Carolina foundations—Mary Reynolds Babcock Foundation, Duke Endowment, Hillsdale Fund, Blue Bell Foundation, and American Credit Corporation Foundation—for their part in funding the project.

Scott said that this cooperative effort would give an opportunity to show positively what could be done to overcome the handicap of emotional disturbance. The effort would make it possible to help "intelligent but troubled youth find the best that is within them and turn this into better futures for themselves and for those whose lives they touch."

ANNUAL MEETING OF NORTH CAROLINA CONFERENCE FOR SOCIAL SERVICE

Raleigh, April 5, 1971

The governor, referring to the September, 1970, Governor's Conference on Children and Youth, credited the leadership of the North Carolina Conference for Social Service, the North Carolina Committee for Children and Youth, and other interested groups for much of the success of the conference. The conference produced a report from the North Carolina Committee for Children and Youth; later, in December, the 1970 White House Conference on Children was held in Washington. The governor expressed the hope that the positive developments of the previous fall would be viewed as forerunners for the April meeting. Planning was behind; the time for implementation was at hand. Recommendations were connected by common threads: first, the nation and state needed to give top priority to children and young people; second, the emphasis in dealing with human problems had to swing from treatment to prevention; third, the problems of people had to become those of government, organizations, and individuals at all levels.

Scott talked about exceptional children, observing that the concept of separating those children from other schoolchildren had changed, that both the handicapped and the gifted were being brought into the mainstream of life in the schools. Some children would always require special placement, but increased assimilation of handicapped children in regular classroom instruction was

desirable. The open classroom concept, with its accompanying individually prescribed instruction, enabled children to proceed at their own rate and still remain in the school environment.

Supplementing the influence of the basic social institutions of home, school, and church was government. Because many state agencies were involved with children, fragmentation in service resulted; the governor said he had recommended to the General Assembly the establishment of a Governor's Advocacy Commission on Children and Youth.

Governor Scott concluded with an announcement of the names of delegates who would attend a conference on youth to be held in Colorado later in the month.

STATEWIDE INDUSTRIAL SAFETY CONFERENCE

Charlotte, May 13, 1971

Governor Scott, in Charlotte for the forty-first annual Statewide Industrial Safety Conference, saluted the North Carolina Industrial Commission and leaders of industry for their "continuing concern for assuring safe and healthful working conditions. . . ." During the year 1970 more than 180,000 North Carolina workers were injured; 250 of these were fatal accidents. The direct cost in medical payments and compensation had been between $20 million and $30 million. Governor Scott observed that with the exception of the so-called "acts of God," accidents were caused. Both unsafe acts and conditions could be at fault. The governor expressed hope that efforts to support industrial safety would be advanced by the Occupational Safety and Health Act, a federal statute which had gone into effect only a month before. This act provided for establishment and enforcement of certain occupational safety and health standards throughout the nation.

Governor Scott expressed pleasure that progress was being made in the battle against byssinosis, the occupational disease of textile workers. Because safety depended to a large degree on the attitude of the individual and his actions, Scott felt that a high hurdle would be cleared by instilling in people "a proper and wholesome attitude." Achievement of such an attitude would mean progress "toward the goal of maximum preservation of our human resources."

GOVERNOR'S WHITE HOUSE CONFERENCE ON AGING

Raleigh, May 21, 1971

Six months earlier a meeting had been held to plan for the White House Conference on Aging. At that time a White House Conference Advisory Committee, headed by Dr. Ellen Winston, had been appointed to work with the Governor's Coordinating Council on Aging. A series of regional conferences followed, and confidence was expressed by Governor Scott that the planning would produce a realistic picture of the responsibilities of organizations toward older citizens.

Governor Scott observed that all people were aging, that some of the problems encountered by persons over sixty-five years of age were also experienced by younger people. It was also true that some over sixty-five enjoyed good health and employment while others were in failing health and without adequate income. Standard solutions could not be offered.

The speaker called for preventive services and for closer cooperation in providing help for the aged. Loss of vigor, income, discrimination, loss of status, fixed incomes in time of inflation, etc., were all problems to be considered in working with older people, but no one agency could meet all the needs. Problems of this class of people included financial help, and expanded services were essential.

The chief executive called on the state to look first to its own resources rather than call on the federal government. He said this was a *state* conference, and he called for answers from Tar Heels for North Carolina, pledging the support of his administration. He reminded his audience that in planning for the old, they would be planning for their own futures.

NORTH CAROLINA MARINE SCIENCE WEEK

Raleigh, June 7, 1971

Governor Scott's speech at the kick-off luncheon for North Carolina Marine Science Week was televised so those attending simultaneous luncheons in Manteo, Morehead City, and Wilmington could hear it. The governor expressed pride in the orderly planning made for the development of coastal and marine resources.

Scientists were trying harder than ever to unlock the secrets of the ocean, an important source of food. North Carolina Marine Science Week came almost on the one-hundredth anniversary of the first scientific exploration of the sea. In 1872 the *Challenger* set sail from England on a three-and-a-half year cruise around the world to engage in scientific activities. That voyage was the beginning of the modern, scientific study of the sea.

Many long-range research activities were being undertaken which would help solve everyday problems without bringing future ruin to the shores of the state. In North Carolina major emphasis had been placed on projects which would produce an immediate return. The state had a vast coastal zone, and it had been decided to explore the potential of the sounds, estuaries, and continental shelf. Two federally financed programs—the Sea Grant program and the Coastal Plains Regional Commission program—were used to augment state efforts. The National Sea Grant program was to the marine-related industries what the national Land Grant colleges were to the farmer. The program supported concentrated efforts to translate research into ways of solving day-to-day problems. The Coastal Plains Regional Commission program was designed to aid economic improvement along the coasts of North Carolina, South Carolina, and Georgia.

The state's activities, scattered among a variety of agencies and institutions, were straining the capacity of existing facilities. The North Carolina Marine Science Council had, therefore, been established "to advise and assist the state in developing a strategy to pull our scattered efforts together. . . ." The council recommended the construction of a major Marine Science and Resource Development Center with locations in Dare, Carteret, and New Hanover counties; the diverse nature of the coastal environment called for three centers. Facilities would be located near people who could travel for day courses or evening meetings.

Governor Scott cited examples of work under way as a result of the $398,000 Sea Grant from the National Science Foundation. This grant, matched with $199,000 in state funds, was being used for projects dealing with fish and clam culture, waste disposal, legal issues in coastal resource management, stabilization of sand dunes, improved methods of seafood processing and marketing, and aquaculture.

Marine Science Week was cited as "a tribute . . . to the contribution of everyone who is dedicated to the goal of developing this valuable asset within the framework of maintaining and improving our physical environment."

DEDICATION OF SMITH RICHARDSON BUILDING

Greensboro, June 9, 1971

Governor Scott was on hand to offer congratulations to the Smith Richardson[179] Foundation, Inc., upon the occasion of the dedication of its new building. He spoke with gratitude of the many contributions made by the foundation to the state of North Carolina, including the $50,000 grant which enabled the Bar Association to launch its reform study.

The Smith Richardson Foundation had invested almost $4 million in North Carolina. The Business Development Corporation of North Carolina was the result of a Richardson grant; the corporation's recent annual report had shown its loans had gone to more than 200 businesses, resulting in the creation of 23,500 new jobs and an annual payroll of $109 million dollars. A Richardson grant had provided funds whereby the State Board of Education had been able to undertake comprehensive curriculum study. North Carolina's public education system had benefited from grants to the Learning Institute of North Carolina, the North Carolina Citizens Committee for Better Schools, and the North Carolina Educational Council on National Purposes. Because of the Smith Richardson Foundation's generosity, facilities for the sick and aged in the state had also been improved; the governor named institutions which the foundation had benefited. Support had also been provided for youth councils, schools, colleges, and agencies such as the Youth Fitness Commission of North Carolina.

One final contribution noted by Governor Scott was the foundation's support of the Center for Creative Leadership, an educational institution incorporated in 1970, which was housed in the new Smith Richardson Building. The center's program was designed to help individuals become effective and creative leaders and, at the same time, help them identify and develop creative leadership in others. On behalf of the state of North Carolina and all Tar Heels, the governor expressed thanks to Smith Richardson and to the foundation trustees for their investment in the state and for the trust which those contributions represented.

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[179] Henry Smith Richardson (1885-1972), manufacturing chemist, philanthropist from Connecticut; native of Greensboro; educated, Davidson and United States Naval Academy; joined Vick Chemical Company in 1907; president, 1919-1929; chairman of the board, 1929-1938; chairman of the executive committee, 1938-1953; chairman of the board, 1953-1957; honorary chairman after 1957. *Who's Who in America, 1972-1973*, II, 2642; *News and Observer*, February 12, 1972.

SOUTHERN STATES CORRECTIONAL ASSOCIATION

Wilmington, June 14, 1971

The association which Governor Scott addressed—the Southern States Correctional Association—was one which combined functions of probation, prisons, and paroles into a single group concerned with the general field of correction. This consolidation had occurred two years earlier, a step which was commended by the governor. North Carolina was a charter member of the Southeastern States Parole Conference, formed in 1937, which through mergers eventually became known as the Southern States Correctional Association. Governor Scott recalled the roles which various North Carolinians had played in the organization.

Scott took the occasion to announce the appointment of John H. Baker, Jr.,[180] of Raleigh as a member of the North Carolina Board of Paroles. Baker, a young man of thirty-six, had risen to the top in the field of professional football; he possessed qualifications which gave him the ability to reach and influence young people. Governor Scott observed that Baker, a man experienced in the field of corrections, was the first Negro to serve on the North Carolina Board of Paroles. Note was taken of the fact that approximately 50 percent of North Carolina's prisoners were black. The governor reviewed the contributions made by Baker throughout his career and predicted his exceptional contribution to the field of corrections.

In conclusion Scott urged his listeners to rededicate themselves to their profession, endeavor to improve human beings, and cut the soaring crime rate.

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[180] John Haywood Baker, Jr. (1935-), from Raleigh; B.S., North Carolina Central; professional football player, 1958-1969; during off-season, worked with North Carolina Department of Correction and also worked with North Carolina Good Neighbor Council and with Raleigh Police Department; later joined staff of State Department of Conservation and Development as industrial development representative. Biographical data released by Governor Scott's office, June 14, 1971.

STATEMENT BEFORE THE COMMITTEE ON WAYS AND MEANS, UNITED STATES HOUSE OF REPRESENTATIVES

Washington, D.C., June 15, 1971

[On March 4, 1971, Governor Scott issued a statement concerning the approval of revenue sharing by the National Governors' Conference. This position had been bipartisan, endorsed by the national platform of both the Democratic and Republican parties in 1968. Governor Scott, serving as chairman of the Governors' Conference Special Subcommittee on Revenue Sharing, spoke on behalf of the nation's governors. The conference supported the distribution of $5 billion or more of general federal revenue to state and local governments with no strings attached. Scott, in his March 4 statement, announced the appointment of former governors of Pennsylvania and Alabama—William Scranton and Albert Brewer—as cochairmen of the National Citizens Committee for Revenue Sharing. Later, on June 15, in his capacity as chairman of the special Subcommittee on Revenue Sharing of the National Governors' Conference, the governor presented testimony before the Committee on Ways and Means, telling of the need of the states to participate in revenues collected by the federal government. The National Governors' Conference had gone on record in 1965 as favoring the principle that the federal government share its revenue with the states; furthermore, the governors felt that the revenue should be "unfettered as to functions" for which it would be used. Various criteria were approved by the 1968 conference when it reiterated its earlier stand.

An appendix to Governor Scott's presentation in June, 1971, outlined the fiscal crises which faced many state and local governments; pointed out the inequities which would result in any plan which would aid local governments without including the states; told of the tripling of state taxes since 1958, but added the stark fact that the increases had to a considerable degree been wiped out by inflation; spoke of the unrealistic approach of intergovernmental programs which treated state and local expenditures as a single unit; and explained that many local expenditures were heavily financed by state governments. The statement indicated the impossibility of the states handling alone the state-local fiscal crisis: Total expenditures of states and localities reached over $130 billion in 1969 and were projected to exceed $260 billion by 1976; state and local governments had already extended themselves to meet financial needs by increasing their general revenues by 145 percent from 1959 to 1969, with the upward trend in taxation continuing; tax increases in the form of bond issues were being rejected by taxpayers as never before; and additional revenue from the federal government seemed the only answer to the problem.

The proposal to share revenue with the state and local governments eventually met with congressional approval. Under the bill, the federal government was to distribute $30.2 billion to state and local governments over the next five years. The allocation for the first year was $5.3 billion. The bill's allocation formula was complex, but in general the state itself would receive one third of the amount allotted to it and the remaining two

thirds would go to local governments. No strings were attached to the spending of the state's share of money; but cities, counties, and other local governments were required to spend their shares within the areas of public safety, sanitation, or transit systems. See *News and Observer*, October 14, 1972. In a speech delivered at the convention of the North Carolina League of Municipalities, meeting in Greensboro on October 31, Governor Scott reported that North Carolina would receive $135.4 million, with $90.4 million going to local governments and $45 million to the state.]

Mr. Chairman and Distinguished Members of this Committee:

On behalf of the National Governors' Conference, I want to thank you for this opportunity to present our views on general revenue sharing. The National Governors' Conference strongly urges the Congress to take immediate steps to adopt fiscal reform measures which include the sharing of federal income tax revenues with states, cities, and counties. Although we have not endorsed a specific legislative proposal, the conference has developed basic criteria which should be helpful to the Committee on Ways and



Left to right are Gov. A. Linwood Holton of Virginia, Governor Scott, talking over the telephone with Pennsylvania's former governor, William Warren Scranton, who could not attend the March, 1971, meeting of the National Citizens Committee for Revenue Sharing because of bad weather; and Alabama's former governor, Albert Brewer.

Means in developing a workable revenue sharing plan. We have worked quite closely with mayors and county officials in arriving at these criteria and have reached substantial agreement with respect to the key elements that are essential to an equitable distribution of additional funds among state, city, and county governments. The National Governors' Conference policy position on general revenue sharing is attached to this statement.

Your committee is now into its third week of hearings on this vitally important public policy question. The very fine coverage and reporting of these hearings by the news media has enabled us to keep abreast of the issues. We have read of the important policy concerns expressed by numerous members of this committee. We are also conscious of the voluminous testimony already heard by this committee in support of general revenue sharing. This panel of governors wishes to bolster that support; and we trust that our appearance and testimony at this hearing will hasten deliberations and result in positive, affirmative action on the revenue sharing concept. Specifically, the governors want to bring to this committee a better understanding of the financial burden facing the states—major fiscal problems confronting the state governments as well as their political subdivisions.

In addition to my own brief statement and the testimony which will be presented by my colleagues on this panel, the Committee on Ways and Means will likely receive statements from a majority of the other governors. Mr. Chairman, we respectfully request that prepared statements of other governors which are received on a timely basis be entered in the record of these hearings.

As panel chairman—and before introducing the other governors—I want to comment on one line of inquiry which has been pursued with considerable interest during the course of these hearings. It is apparently the view of some members of this committee that local governments, particularly the larger cities, have made a convincing case for revenue sharing (or an alternative assistance plan) to aid those local units in greatest distress. By the same token it is sometimes implied that state governments either do not have similar financial problems or that those existing can be tempered by a fiscal relief program in the expenditure areas of health and welfare, combined perhaps with greater self-help through additional taxation.

Media reports indicate that some consideration is being given to a plan of general revenue sharing for cities and counties with a complete bypass of state governments—bypassed as eligible recip-

ients of shared revenues and denied any role or voice in determining relative needs and priorities within state boundaries. Revenues shared with cities and counties would be earmarked for certain general purposes, perhaps similar in concept to the administration's "special" revenue sharing proposals; state needs, as already suggested, would presumably be met through reduced welfare and health program costs.

Assuming a proposal of this nature is under consideration, I would encourage this committee to give it the most careful scrutiny. It is difficult to imagine legislation that would have greater potential for altering our existing federal system of government. Certainly it would raise important questions about the future of state-local fiscal relations. We should recognize that irreparable damage could result from any plan which fails to recognize the complexities of intergovernmental finances and policy relationships.

Let me hasten to add, however, that my concern is aimed at the "packaged proposal" as an alternative to general revenue sharing, not the objectives being sought. The National Governors' Conference has long sought total federalization of the cost of welfare *and* general revenue sharing *and* additional relief from spiraling health costs. Likewise, the governors recognize that some of our most severe difficulties are centered in urban areas where climbing expenditure needs are combining with an eroding tax base to produce a problem which cannot be managed solely by local action. Additional resources from both federal and state governments are needed to cope with the urban problem. State aid to localities this year is estimated at about $28 billion. This sum compares favorably with the total amount of federal assistance to state and local governments combined. Moreover, the states shared more than $2 billion under the general revenue sharing concept of "no strings attached." This local assistance comparison is provided only to indicate the concern of state governments for the vitality of their cities and other local jurisdictions. State governments want to do more and will in my judgment. I would hope that any general revenue sharing legislation approved by this committee would clearly strengthen existing state-local cooperation.

In brief, state and local governments need help. They need it now. We believe that one major form of help should be federal general revenue sharing with state governments and their political subdivisions.

Appended to this brief statement is additional material which addresses the question "Why States Need Revenue Sharing." Since my colleagues obviously will be documenting the case for revenue sharing, I shall not present the remainder of my statement at this time. If by chance any of the issues discussed in my paper are not raised by the other governors, perhaps we can return to specific points after all governors have completed their testimony.

FLUE-CURED TOBACCO COOPERATIVE STABILIZATION CORPORATION

Raleigh, June 25, 1971

The governor, on the occasion of the twenty-fifth anniversary meeting of the Flue-Cured Tobacco Cooperative Stabilization Corporation, referred to the tobacco program as something perched on a three-legged stool. The first leg was acreage-poundage quotas which kept production in line with demand; the second was price supports through loan guarantees which assured a price slightly above production costs; the third was the export promotional program used to develop and expand markets. The governor called attention to recent federal action to ease restrictions on trade with Mainland China. A few hours after the June 10 announcement concerning the Chinese trade, North Carolina had become the first state to initiate firm action to reenter the China market. A proposal for a Tar Heel mission to China had been drafted by the Division of Commerce and Industry of the Department of Conservation and Development, and the department's export coordinator had been sent to the Chinese embassy in Ottawa, Canada, to deliver the proposal. It was received with interest, and cordial discussion had followed. Details remained to be worked out, but the governor promised that North Carolina would persevere in this and other efforts to develop new markets for Tar Heel products. At one time Mainland China was second only to the United Kingdom in importing American tobacco, and the governor was confident that China would resume importing flue-cured tobacco. North Carolina exported approximately 50 percent of all flue-cured tobacco leaving the United States; the state produced about 60 percent of the national total. Resumption of limited trade was to be the nation's policy, and Governor Scott stressed North Carolina's need to benefit from that policy.

NORTH CAROLINA NUTRITION SURVEY

Raleigh, July 26, 1971

During his campaign for governor, Scott had commented on signs of poor nutrition he had seen throughout North Carolina. Experts in the fields of food, nutrition, and health had confirmed his impression, but they had not had definitive and current information concerning the extent of the problem. Scott had requested Dr. Jacob Koomen,[181] director of the North Carolina State Board of Health, to undertake an exhaustive survey.

The results of the ensuing study, which was made among young and old, rich and poor, citizens from all sections of the state, were available at the time Governor Scott made his remarks. The State Board of Health had classified household diets as "optimum," "adequate," and "inadequate." Diets of over 1,000 families had been evaluated, and the reports showed that the intake of 73 percent had been considered optimum or adequate.

The study showed that less than 60 percent of the preschool children included in the survey were getting adequately nutritious diets. Solf drinks were often consumed by young children at the expense of more nourishing foods and beverages. The study showed that children who had proper diets grew at a faster rate than those who did not; early malnutrition frequently had an adverse effect on eventual intellectual attainment. Scott commented on the excellent school lunch program for the disadvantaged child but called for increased attention to the nutrition of the very young child.

The survey showed that participation by low-income families in special food programs for the poor had no real beneficial effect so far as improved nutrition was concerned. The programs needed careful study, the governor felt.

Eastern North Carolina was found to be the area in which poor diets were most prevalent. In that section of the state were the most low-income households and the largest families. A point of

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[181] Jacob Koomen (1917-), physician, health director from Raleigh; native of Bristol, New York; B.S., M.D., University of Rochester; M.P.H., University of North Carolina, Chapel Hill; affiliated with United States Public Health Service, 1954-1956, during which time he was assigned to North Carolina State Board of Health; 1954-1956, continued with board in various capacities, becoming director in 1966. *North Carolina Manual, 1971,* 570-571; news release of Gov. Dan K. Moore, May 4, 1966.

interest was the absence of urban-rural difference so far as nutrition was concerned.

The governor was favorably impressed with the scope and objectivity of the study. North Carolina was a rich agricultural state, with dedicated, inventive, and resourceful officials. Scott thought that the information contained in the North Carolina Nutrition Survey would make it possible to "improve our efforts to see that each and every one of our citizens, and most particularly the very young and very old, are adequately nourished."

NORTH CAROLINA AFL-CIO

Asheville, September 2, 1971

Speaking at the fourteenth annual convention of the North Carolina AFL-CIO, at the Grove Park Inn in Asheville, Governor Scott commented on the contributions of organized labor to North Carolina. North Carolina's efforts to build a state second to none created a never-ending goal.

Scott discussed at some length the economic policies of President Richard M. Nixon, including the recent price-wage freeze. The situation with regard to salary increases for public school teachers was confusing, and there had been divergence of opinion in Washington as to whether or not the increases could be granted. The Office of Emergency Preparedness had agreed that the teachers could receive the higher benefits; but the Cost of Living Council, which had the final answer, had not handed down a decision. The governor assured teachers and state employees that the General Assembly's binding agreement with them would be kept even though the Nixon administration might cause a delay.

The governor continued by discussing education beyond the high school, talking about the community colleges which were sometimes called "the workingman's university." He also discussed the restructuring of higher education, calling it "the major unmet need of our state at this moment in time."

Governor Scott, reminding his audience that legislators would be returning to Raleigh October 26, expressed optimism that the General Assembly would resolve the matter of higher education. The ultimate concern of everyone was that "the hopes, dreams, desires—and yes, the demands—of our 5 million people" in North Carolina would be met.

GOVERNOR'S COMMITTEE ON STATE GOVERNMENT REORGANIZATION

Raleigh, October 1, 1971

[The 1971 General Assembly provided for the reorganization of state government. Eleven of the seventeen holders of cabinet-level positions were recognized at a luncheon meeting of the reorganization committee, held at Raleigh's Hilton Inn. During the ensuing weeks, Scott announced the appointment of the remaining cabinet-level secretaries: Fred Moore Mills, Jr., as secretary of transportation and highway safety; Lenox D. Baker as secretary of human resources; Irvin Aldridge as secretary of commerce; Samuel T. Ragan as secretary of art, culture and history; George W. Randall, Jr., as secretary of rehabilitation and control; and finally, on March 8, 1972, John A. Lang, as secretary of military and veterans affairs. Charles W. Bradshaw succeeded Roy Sowers as secretary of natural and economic resources after Sowers resigned to run for lieutenant-governor.]

Today is a very important day in my administration and in the history of state government in North Carolina. We are realizing the first fruits of our labor to provide our citizens with a modernized and more effective structure of government. The date for activating eleven of the seventeen principal departments created by the Executive Organization Act of 1971 has now arrived. The remaining six are, as you know, to be activated by July 1 of next year.

Implementation of this first stage of reorganization represents a giant step toward fashioning a governmental structure that is more in tune with the needs of North Carolinians. Concern for their needs will continue to guide our thinking as reorganization continues by stages.

I would like at this time to recognize the heads of the initial group of eleven principal departments: Thad Eure,[182] Department of the Secretary of State; Henry Bridges,[183] Department of the State Auditor; Edwin Gill, Department of State Treasurer; Robert Morgan, Department of Justice, James Graham,[184] Depart-

[182] Thad Eure (1899-), lawyer and secretary of state from Winton; educated, University of North Carolina, Chapel Hill; member, House of Representatives, 1929; principal clerk of House, 1931-1936; elected secretary of state, November, 1936, and reelected in each succeeding general election, *North Carolina Manual, 1971*, 542-543; *News and Observer*, November 8, 1972.

[183] Henry Lee Bridges (1907-), lawyer and state auditor from Raleigh, native of Franklin County; B.A. and law school, Wake Forest; World War II veteran; state auditor since February, 1947. *North Carolina Manual, 1971*, 543-544; *News and Observer*, November 8, 1972.

[184] James Allen Graham (1921-), farmer and operator of livestock farm in Rowan County and commissioner of agriculture; B.S., North Carolina State; appointed commissioner of agriculture, July, 1964, and elected to posi-

ment of Agriculture; Frank Crane,[185] Department of Labor; Edwin Lanier,[186] Department of Insurance; Secretary William Turner,[187] Department of Administration; Commissioner Ivie Clayton,[188] Department of Revenue; and Secretary Roy Sowers,[189] Department of Natural and Economic Resources.

Under the reorganization act the Board of Education is designated as the head of the Department of Public Instruction, although Craig Phillips continues in his constitutional role as chief administrative officer for the public school system and as secretary of the board. Here representing the Department of Public Instruction today is Dr. Jerome Melton.[190]

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tion in succeeding general election. *North Carolina Manual, 1971*, 547-549; *News and Observer*, November 8, 1972.

[185] Frank Crane (1907-1973), commissioner of labor from Raleigh, native of Waxhaw; A.B., University of North Carolina, Chapel Hill; various positions with public schools and with state government prior to appointment as commissioner of labor in June, 1954; elected to position in general election of November, 1954, and reelected in each succeeding general election; elected not to run in 1972 election; *North Carolina Manual, 1971*, 549-550; *News and Observer*, May 7, 1972; December 26, 1973.

[186] Edwin Sidney Lanier (1901-), commissioner of insurance, native of Georgia, from Raleigh; educated, University of North Carolina, Chapel Hill; part-time special student in law school of university; former teacher and coach; state senator, 1957-1959; former director of Department of Personnel for state; appointed commissioner of insurance, July, 1962; elected in November, 1962, and in succeeding general elections through 1968; did not seek reelection in 1972. *North Carolina Manual, 1971*, 550-551; *News and Observer*, May 7, 1972.

[187] William Lindsay Turner (1923-), director of administration, former dean, native of Rocky Mount; B.S., M.S., North Carolina State; DPA, Harvard; World War II veteran, former farm marketing specialist and business manager, later dean of extension services, North Carolina State; director, Department of Administration, 1969-1973; vice-chancellor for administration and public service, North Carolina State, since 1973. *North Carolina Manual, 1971*, 553; *News and Observer*, November 12, 1972.

[188] Ivie Lawrence Clayton (1920-), tax administrator, commissioner of revenue from Raleigh, native of Roxboro; B.S., George Washington; World War II veteran; appointed commissioner of revenue by Governor Moore in 1965; served until assumed duties as executive head of North Carolina Citizens Association in January, 1972. *North Carolina Manual, 1971*, 563; "Meet Ivie Lawrence Clayton." 19-20.

[189] Roy Gerodd Sowers, Jr. (1927-), businessman, native of Jonesboro, from Sanford; educated, Wake Forest; vice-president of textile machinery company; named director of Department of Conservation and Development, 1969; resigned to run for lieutenant governor in 1972; appointed to post of deputy secretary of N.C. Department of Transportation in June, 1972. *North Carolina Manual, 1969*, 513; *1971*, 555-556.

[190] Jerome H. Melton (1925-), educator, native of South Carolina; B.S., M.A., Appalachian; Ed.D., University of North Carolina, Chapel Hill; former public school teacher, administrator; named assistant state superintendent, January, 1969. "Melton Appointed Assistant State Superintendent," *North Carolina Public Schools*, XXXIII (February, 1969); information furnished by Mr. Melton, October 1, 1971.

This first group of department heads knows what reorganization is all about, because they have been hard at work on it since the bill was ratified in July.

It is no easy matter to reassign personnel, consolidate budgets, and make the numerous other arrangements necessary for creation of a principal department. That these tasks have been accomplished without disruption of current operations is a tribute to the men who head the departments. With the experience we have gained so far, I see no reason why major difficulties should arise in establishing the remaining six principal departments.

The real payoff from reorganization will result from the work of the heads of the departments, because it is they who will determine the quality of management and the effectiveness of the services rendered to the public. Structure is very important, of course. But good government depends greatly on the quality of the people who administer it.

I believe we can best achieve the desired results in governmental reorganization by concentrating our efforts in two general areas. The first deals with supporting administrative services. Reorganization represents an opportunity to achieve significant short-run savings by consolidation of supporting services such as personnel, budgeting, purchasing, printing, libraries, and contractual arrangements. Requirements for change will vary from department to department, but we can achieve substantial short-run economies in this area to help offset some of the unavoidable costs of reorganization.

The second area in which I believe our efforts will be most productive is the area of general management improvement.

We must look beyond the short-run administrative activities and, for the longer haul, concentrate on the effectiveness of the operations of government in meeting the needs of the people. This involves research to identify the services needed by the people, the development of alternative ways of meeting these needs, the analysis of these alternatives with respect to their costs and to their benefits, the allocation of resources in the budgets so that programs can be continuously modified and improved.

To accomplish these tasks much thought and effort must go into training programs to update the skills of our personnel. Running concurrently with reorganization is a long-range program of management development, initiated by my administration and being conducted by the State Personnel Department. It will take some years to develop the capability to do all these things well, but I am

convinced that the long-term benefits of reorganization, and its largest economies, will result from the application of management procedures such as these.

From the beginning, this has been a bipartisan effort—a bipartisan effort in many ways. We have had the support of a wide cross-section of the state, politically, economically, and socially.

Credit for much of the success of the program to this point must go to the staff of the reorganization committee headed by Senator John Henley. Credit should go also to Executive Vice-President Ed Rankin and past President William E. Stevens[191] of the North Carolina Citizens Association. They raised the money and organized the campaign which sold our voters on the reorganization amendment in the 1970 referendum.

The Henley committee's work formed the basis for my recommendations to the General Assembly, and I would like to express to you my personal thanks, and the thanks of the people of our state, for your contributions of time, energy, and wisdom. You, along with the leadership and membership of the General Assembly, have accomplished a great deal already.

I believe you share with me pride in what has been achieved thus far in reshaping our state government. I hope your interest and support will continue as we undertake the work that lies ahead.

DEDICATION OF NORTH CAROLINA STATE MEDICAL SOCIETY HEADQUARTERS BUILDING

Raleigh, October 10, 1971

The headquarters of the North Carolina State Medical Society, located on Lane and Person streets, was across the street from the Executive Mansion. Governor Scott commented on his and his wife's interest in watching the construction since December 11, 1969, when Mrs. Scott had turned the first spadeful of earth at the ground-breaking ceremonies.

The medical profession in North Carolina had been organized in 1799 by special legislative act. The mission of the society had been

[191] William Edward Stevens, Jr. (1922-), corporation official, native of Tennessee, from Lenoir; A.B., University of North Carolina, Chapel Hill; World War II veteran; executive vice-president of Broyhill Furniture Industries; president of North Carolina Citizens Association, 1969-1970. Powell, *North Carolina Lives*, 1163; *We the People of North Carolina*, XXVII (May, 1969), 3.

spelled out in its constitution: advancement of medical science; elevation of standards of education and service; information to the public on the problems of medical education and public health; and aid to the profession in increasing capability.

The affairs of the society had been closely bound to state government. Governor Scott noted that the society had been created by legislative charter, adding that there were some twenty laws on the statute books outlining its areas of responsibility in health affairs. He recalled interest expressed by members as they supported legislation dealing with medicine and health, a clean environment, etc. Just as they were interested in government, government was interested in health. Scott said that it was his privilege to announce the appointment of the person who would direct one of the largest and most important departments in the reorganization of state government, a member and former president of the State Medical Society, Dr. Lenox D. Baker.[192] Dr. Baker would become secretary of human resources and in that capacity would direct the new Department of Human Resources, a department to be made up of the State Board of Health, the Department of Mental Health, the Department of Social Services, and a number of smaller agencies. The position of departmental secretary offered a challenge which the governor felt Dr. Baker would meet, and he expressed appreciation to him for assuming the responsibility as secretary of the new department.

ASSOCIATION OF OFFICIAL SEED CERTIFYING AGENCIES

Raleigh, October 11, 1971

Some forty-three states and Canada were represented at the Association of Official Seed Certifying Agencies which met at the Sir Walter Hotel in Raleigh. Governor Scott, after welcoming the group to North Carolina, said his state had made great strides industrially but basically had remained an agricultural state. The governor referred to the state's three geographic areas, noting that about 60 percent of agriculture was in the Coastal Plain, most

[192] Lenox Dial Baker (1902-), orthopaedic surgeon from Durhan, native of Texas; M.D., Duke; orthopaedic intern, Johns Hopkins; affiliated with Duke Hospital since 1937; professor since 1947; director and consultant of many agencies and author of scientific works. *Who's Who in America, 1972-1973*, I, 134.

animal agriculture was located in the Piedmont; row crops were produced in the valleys and animal agriculture was common on the slopes of the Mountain Region. Occasionally there was talk of a fourth geographic area in North Carolina—the Tidewater. With modern technology large sections of the Tidewater were being turned into agricultural land of high organic soil suitable for large-scale mechanized farming. North Carolina's small farms, around 125,000, averaged about 100 acres each.

Governor Scott observed that most people thought of tobacco when North Carolina agriculture came to mind. It was true that North Carolina grew about two thirds of the nation's flue-cured tobacco plus some burley tobacco. Tobacco would gross farmers over $.5 billion in most years (more than was received for the wheat crop in Kansas or the citrus crop in Florida). Of the total $1.5 billion agricultural income in North Carolina, tobacco accounted for about a third, other crops for about a third, and poultry and livestock for the remaining third. Corn, soybeans, and peanuts ranked behind tobacco as the largest crops. In relation to other states, North Carolina was fifth in income from all crops and eleventh in the dollar volume of sales from all farm products. North Carolina ranked first in the production of sweet potatoes, second in cucumbers for pickles, third in peanuts, fifth in green beans and lespedeza seed, eighth in fresh tomatoes and peaches, ninth in apples, tenth in corn for grain, and eleventh in soybeans. The state was third in the production of turkeys and eggs, fourth in broilers, and eleventh in hogs. Though best known for tobacco, the governor proved that the state's agriculture was diversified.

Diversification required many research and extension programs, which were the responsibility of North Carolina State University. Diversification also created a need for regulatory, service, and promotion programs—the responsibility of the State Department of Agriculture. Also required was close cooperation among university and State Department of Agriculture personnel and farm and agricultural business groups. Scott could think of no better example than the seed business. Production and marketing of certified seed was a $15 million enterprise in North Carolina, a big business. It had been shown that seeds purchased from seedsmen were far superior in almost every way to the homegrown variety. Governor Scott expressed appreciation for the leadership of the North Carolina Crop Improvement Association in assuring quality seed. He concluded by saying that farmers and seedsmen were all working for the same thing—a prosperous agriculture.

ENVIRONMENTAL TOUR OF NORTH CAROLINA BEGINNING AT RALEIGH-DURHAM AIRPORT

October 12, 1971

Across the nation there had been an upsurge of concern for a wholesome and pleasant environment; North Carolina had been in the forefront of this movement, and as the governor flew from the Atlantic to the Blue Ridge he renewed the determination of the state to protect its "little corner of the world." He referred to the good beginning made when the environmental protection bills were enacted by the 1971 General Assembly. Though the state was in a relatively good position and had not had to post "No Swimming: Polluted Water" signs in any of its 134 lakes and reservoirs, and though the air was still relatively pure, the threat was present. With 2 million acres of delicate estuarine waters, 134 lakes, 933 islands, and 320 miles of ocean beaches, plus vast expanses of forests, mountains, and plains, it was essential that the state prevent damage to the environment. Focus was needed, too, on related problems of abandoned strip mines, unsupervised open dumps, and junked automobiles. Legislation required state agencies to include environmental considerations in all steps of decision-making. The General Assembly also set up a $1.3 million revolving fund for water-sewer planning and authorized a $150 million Clean Water Bonds referendum.

The coastal area presented some of the most challenging environmental problems, and Governor Scott observed that there were only three states with more estuarine waters than North Carolina. Careless building procedures and indiscriminate destruction of protective sand dunes would ultimately lead to devastated coastal areas; continued development would result in increased destruction of beaches and sand dunes. Such destruction should be halted, Scott said, until a study to develop a coastal zone use plan, authorized by the General Assembly, was completed; and Scott called on officials in the coastal counties to declare a moratorium on permits which would have the effect of destroying dunes in the process of development.

The chief executive encouraged planning of government expenditures at local, regional, state, and federal levels to assure a good life for all. He noted that the day of "progress at any price" had passed. No longer could the people ignore "the fact that population growth, economic development, and technological changes lead to

irreparable damage to our physical environment." These damages could and would "be minimized through serious planning and implementation of policies and programs that will enable all levels of government to move toward commonly accepted goals."

ANNUAL MEETING OF THE NORTH CAROLINA STATE BAR

Raleigh, October 22, 1971

Governor Scott, speaking at the thirty-eighth annual meeting of the North Carolina State Bar, commended the lawyers for their support of prisoner reform. The related organization, the North Carolina Bar Association, had conducted a study resulting in a number of reform measures in the state's correctional institutions. The governor continued by calling on the lawyers for further assistance in connection with needed reform in automobile liability insurance. He recalled the statewide study committee which had filed a report with the 1971 General Assembly; some of its recommendations had been adopted, but more information was needed about compulsory automobile insurance, particularly concerning the concept of "No Fault."

The governor announced his plans to make known in the near future the membership of the Governor's Study Committee on Automobile Liability Insurance and Rates. He asked the North Carolina State Bar and the North Carolina Bar Association to support the continuing work of the committee. Scott solicited suggestions and recommendations; a direct result of reform efforts, he felt, "would be reduced court dockets and a more efficient administration of justice in our judicial system."

JUVENILE EVALUATION CENTER

Swannanoa, October 23, 1971

Speaking at the tenth anniversary Founder's Day program of the Juvenile Evaluation Center of Swannanoa, Governor Scott praised the work of the center. He recalled January 3, 1961, when the Moore General Hospital—earlier used as a military and later as a Veterans Administration hospital—had become surplus to the federal government's needs. The state had inherited the hospital which had been turned over to the Board of Correction and Train-

ing for a Juvenile Evaluation Center. Some of the buildings were demolished; the better ones were renovated. At the beginning there was no total program, because the state was not providing specialized services for delinquent children with handicaps or with special behavioral problems. The state's training schools had only a slim clinical staff, and the need for a specialized treatment center was recognized by the General Assembly in both 1969 and 1971 when funds were provided for capital improvements.

In the first year of operation, 1961-1962, the center served 170 students; in 1970 the number soared to 668. The Juvenile Evaluation Center was, according to Governor Scott, enabling North Carolina "to salvage, guide, teach, and direct many delinquent young people with such special problems as emotional and psychological disabilities, social immaturity, epilepsy, and others."

The governor observed that training schools received outcasts and rejects, not outstanding students; but these people were in need of education, love, and discipline. The purpose of the program at Swannanoa was "behavioral modification." The Department of Juvenile Correction and the North Carolina Board of Juvenile Correction were responsible for accepting and training delinquent children of all races and creeds under the age of eighteen who were committed by the courts—provided the children were physically and mentally capable of benefiting from the program.

The Department of Youth Development and the Board of Youth Development were scheduled to supersede the old department and board on November 1. Governor Scott took this occasion to announce the appointment of three new members of the board. [Names of Scott appointees to the board will be found on page 646.]

GENERAL BAPTIST STATE CONVENTION OF NORTH CAROLINA

Raleigh, November 1, 1971

Governor Scott spoke to members of the General Baptist State Convention when they met at the First Cosmopolitan Baptist Church in Raleigh. He welcomed the visitors who gathered in the capital city for the one-hundred and fourth annual session of the convention, an organization of 350,000 members in over 1,600 churches.

Governor Scott, after commending Shaw University for its rank in the field of Christian education, said North Carolina was ex-

ceeded only by the District of Columbia, Mississippi, Alabama, and Louisiana in the percentage of black students enrolled in colleges and universities. For its endeavors in the area of child care, recognition was given to the Central Orphanage at Oxford.

The governor also praised the convention for its cooperative work with the Baptist State Convention; the two organizations together employed seven full-time workers for teaching and training programs. They jointly sponsored high school graduates and college young people in summer programs and were considering the appointment of a seventeen-member standing committee from both bodies to represent the 1.3 million Baptists in North Carolina. Appreciation was expressed for the positive relationship between the two bodies.

The program of the General Baptist State Convention extended into the foreign fields through the Lott Carey Baptist Foreign Mission Convention.

Beyond the realm of denominational work, Baptists had filled important positions in state government, and the governor singled out Joy Johnson[193] and Henry Frye,[194] members of the General Assembly, and Mayor Howard Lee[195] of Chapel Hill for commendation.

Governor Scott recalled his participation in the dedication of Parkview Terrace in Lumberton. Parkview Terrace was called "a monument to the determination of the Lumber River Baptists to upgrade the standard of housing for citizens of Robeson, Bladen, and Columbus counties." The complex of a hundred apartments was supported and built by the members of forty churches within the Lumber River area.

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[193] Joy Joseph Johnson (1922-), minister from Fairmont; A.B., Shaw; former town commissioner of Fairmont; active civic, religious, political leader; pastor, First Baptist Church and Star of Bethlehem Baptist Church, Fairmont; member, state House of Representatives, 1971-1973. *North Carolina Manual, 1971*, 703; 1973 General Assembly Roster.

[194] Henry E. Frye (1932-), lawyer from Greensboro; B.S., A&T; J.D. with Honors, University of North Carolina, Chapel Hill; U.S. Air Force, 1953-1955; member, House of Representatives, 1969-1973. *North Carolina Manual, 1971*, 683-684; *1973 General Assembly Roster.*

[195] Howard Nathaniel Lee (1934-), advertising agency executive and mayor from Chapel Hill, native of Georgia; A.B., Fort Valley State College; M.S.W., University of North Carolina, Chapel Hill; former probation officer and later director of youth services at Duke; onetime director of employee relations, Duke; president, Graphic Impact Corporation; mayor of Chapel Hill since 1969. *Who's Who in the South and Southwest, 1971-1972*, 362; "Mayor on a Tightrope: Howard Lee of Chapel Hill," *News and Observer*, July 13, 1969.

The governor said that much had been done to undo the mistakes of the past but all was not yet well in human relations. Change would come slowly for some people; but the governor pledged to continue working for equality for all people, including "a struggle for equal justice for those who come before the courts." He closed with a wish that the annual convention would be successful in providing "a time of renewal and challenge."

DIVISION OF PRINCIPALS, NORTH CAROLINA ASSOCIATION OF EDUCATORS

Wilmington, November 2, 1971

Governor Scott, tempted to discuss some of the more obvious aspects of public education, refrained from doing so. He said he could talk about teachers who were becoming political activists, about busing and the federal government's participation in school affairs, about new responsibilities which had been placed on the shoulders of administrators of schools, about problems confronting principals of large consolidated schools. Rather than discuss these talked-about subjects, however, he chose to express his concern resulting from a report on a research project conducted in Chapel Hill.

The preliminary findings of this research had been published in the journal of the American Medical Association; they showed that fifty-four out of every hundred high school football players in North Carolina suffered injuries of various sorts, some severe. The problem was a complex one involving many people. Governor Scott called for a statewide symposium to be known as "The Governor's Conference on the Medical Aspects of Sports." The symposium, to be sponsored by his office in conjunction with the State Medical Society, would "study and make recommendations on the need for a state-established body for the control and prevention of interscholastic athletic injuries." It would define the problem, establish goals, pinpoint obstacles to be overcome, offer solutions, and recommend follow-up action. Organizations and individuals would be involved in panels, workshops, and discussion groups.

The Chapel Hill study was being carried out in forty-three North Carolina high schools; the initial report involved football players in the year 1969. Factors taken into consideration included age, size, kinds of blocks or tackles, and types of equipment worn. The fatality rate in high schools was comparatively low, less than two

deaths per 100,000 participants; the low mortality rate had tended to divert attention from injuries. Governor Scott realized he was "kicking a sacred cow," but he insisted that action was needed; he was not against football, he was for safer football.

Many factors had a bearing on the problem. For example, attendance at games had declined, resulting in decreased receipts. Many schools depended on gate receipts to buy equipment; when gate receipts dropped, less was purchased. Governor Scott noted there had been three deaths related to high school football in North Carolina in 1971; previously the average had been only one death per year. Governor Scott urged that the problem be kept in proper perspective but at the same time be given the attention it needed.

NORTH CAROLINA ASSOCIATION OF INDEPENDENT COLLEGES AND UNIVERSITIES

Durham, November 3, 1971

Governor Scott began by reviewing statistics on higher education: Since 1955 enrollments in institutions of higher education, both public and private, had tripled in North Carolina; 139,441 persons were enrolled in 1970-1971; it was projected that by 1975 there would be more than 160,000 students. North Carolina had taken decisive steps to put the "public higher education house in order." By implication, institutions in the private sector were involved; these were regarded as resources of great value to North Carolina. Governor Scott said he viewed their role as one of cooperation and responsibility. The Board of Governors of the University of North Carolina, created by the legislature which restructured the system of public higher education, was responsible for maintaining close liaison with the private colleges and universities of the state. All requests of private institutions for financial assistance from the state were to be reviewed by the board.

Cooperation in the area of medical education was imperative. The General Assembly appropriated $1.2 million to provide financial assistance to medical students in private schools. Guaranteed loan funds for North Carolina students at both private and public institutions were also increased.

The state had studied the needs and resources of private institutions; as a result, certain recommendations had been made. Vacancies for 5,309 students existed in the private institutions of North Carolina in 1970-1971. By using their facilities more effi-

ciently, North Carolina's private institutions could accommodate, in 1971, an additional 10,398 North Carolina students who would replace out-of-state students no longer attending these schools. The state, in 1970-1971, provided approximately $1,283 for each student enrolled at a public four-year campus and $750 for each enrolled at a community college. The General Assembly appropriated $575,000 to bolster scholarship funds for needy North Carolinians in private institutions and $450,000 to encourage up to 1,000 additional students to attend private institutions. Keeping the enrollment up at private institutions was economically feasible; otherwise greater expenditures for public institutions would be necessary.

Governor Scott expressed pleasure that more than half the private institutions were beginning to stabilize their enrollments. Some institutions had deleted certain nonproductive programs; and the governor recommended the practice of renovating curricula to make programs more attractive to students.

The governor reported that the State Board of Education had responded to his call and had, the preceding August, established the Center for the Continuing Renewal of Higher Education. He suggested that the center could not develop good programs without support of the private institutions. Through the center, the proposal had been made to several foundations that there be operated an Institute for Undergraduate Curricula Reform; this institute would operate for three years. Governor Scott predicted that the 1970s would be "a decade of renewal, revitalization, reform."

Scott expressed the belief that the public-private system of higher education had to be kept strong, urging private institutions to "do everything possible to continue fulfilling the worthy recommendations made in the private college study and other progressive aspects that will both enhance your position and better serve our state."

"A NEW STRATEGY OF AGRICULTURE" NATIONAL ASSOCIATION OF STATE DEPARTMENTS OF AGRICULTURE

Miami, Florida, November 6, 1971

[Governor Scott, being a farmer by vocation, was an appropriate choice for speaker at the Association of State Departments of Agriculture. He called for increased concern in the problems of rural America, pointing

out the failure of the federal government to give these problems sufficient attention. He proposed the establishment of a board, to be called the National Food and Fiber Board, which would be empowered to develop needed production management and marketing policies and thereby ensure adequate supplies of food and fiber for the future.]

An examination of agricultural programs and policies in the past decade or more should convince everyone that somehow we as a nation have failed to find the answer to the persistent and nagging problem of a workable and adequate agricultural policy. We have not yet achieved, by any stretch of the imagination, a policy that assures the farmers and ranchers of America an adequate income in keeping with other segments of our society. And therefore we have not assured ourselves and the rest of the world of an adequate supply of many of our foods and fibers.

I am convinced that a continuation of present policies and thinking will cause our vital agricultural industry to come to a grinding halt or at least be reduced to a pace that will cause the consuming public to use ever increasing percentages of their income for that most basic of all necessities—food.

Probably what is needed most today—and what I sense that farmers, processors, distributors, consumers, taxpayers all, are crying for—is new thinking, new ideas, and new approaches to this problem. What many have hailed as a new plan in years past more often than not has turned out to be merely a vulcanizing job on an old treadbare tire that has just about rotted from old age.

What we really must do is somehow to kick free of the restraining shackles that bind us to the old ways. We must shed the blinders so we may see the new directions available to us. Then we must have the courage to take a new direction that will ensure a continued plentiful flow of reasonably priced food and fiber for the ever increasing population of the United States and, inseparable from it, provide a fair income for the nation's agricultural producers.

Let us join together in building a new framework for agricultural policy. It will take the leadership of informed agricultural leaders like yourselves. It should involve the support of the governors of the fifty states. It will take the understanding—and the willingness to try to understand—of the Congress and the administration.

It is painfully obvious to those of us in the field of agriculture that the fundamental role played by our industry in the well-being of our total economy is, at best, not well understood. All too often,

our role is dismissed as lacking relevance to the problems facing our nation. For too long agriculture has been defined in a narrow, rather provincial fashion. For too long our concept of agriculture has been that of a peaceful rural pastoral scene, divorced from the pressures of the modern world. For too long policies for agriculture have seemingly sought justification solely for the preservation of a way of life, much like we seek to establish zoological preserves to maintain endangered species. For too long the word "agriculture" has meant only the food and fiber produced, with no relation to the consumers' purchase of food at the supermarket or clothing at the store. Yes, for too long the thought has plagued us that if farmers and ranchers receive incomes comparable to those received in other sectors of the economy, then consumers must suffer.

What is yet to be clearly understood in many quarters is that modern agriculture is the vast assembly of resources necessary to produce the products which flow from our farms and ranches to a tremendous agricultural storage, transportation, processing, and agricultural distribution industry so that these resources will then be made available as food and clothing to the citizens of America and the world.

If this definition of agriculture is accepted, as it should be, then our industry is the nation's largest, accounting for over 10 percent of the gross national product. It is the nation's largest dollar-earning exporter and provides employment for more workers than any other industry.

To maintain a continued steady flow of abundant food and fiber, however, requires that all segments of today's agriculture enjoy economic good health. Because of the strong interdependence of the industry's segments, if one segment falters, then the future well-being of the entire industry is placed in jeopardy.

It seems to me that the economic well-being of modern farming is threatened in at least two broad areas. The first is return on investment; the second is stability in the market.

Practically everyone today will acknowledge that modern business should be allowed a reasonable return on its invested resources, and we understand this is essential for efficient production and economic expansion. If returns are low, investment eventually will be slowed or stopped altogether. New techniques to improve efficiency and reduce costs are not likely to be employed if returns are reduced.

There is no need to dwell on the justification for normal profits necessary for the continued growth of the economy, especially with

this audience. But I would point out that while an average return on invested capital after taxes in the industrial sector in recent years has been in the range of about 13 to 15 percent, the average return for agricultural investment, even on the most efficient farms, has been much less. This has been caused in part by constantly rising costs. Although accurate data are hard to obtain to reflect the true picture, information available in recent years indicates returns to investment of about 6 to 8 percent on our best farms. This figure is of course much less—sometimes even negative—on smaller farms and ranches. The low returns inevitably will result in reduced efficiency for agricultural production in the future—a reduced efficiency that this nation cannot afford.

The foundation for a new agricultural policy, therefore, should be based on the principle that today's farmers and ranchers must receive a parity of income with other sectors of the economy. Parity of income—equal income to invested resources—is the cornerstone of the framework. The old parity-of-price concept, used for nearly forty years, does not provide an evaluation of the income situation for modern agriculture. Since farming is a business—and it is big business today—we must use the measurement tools appropriate for business. We must measure by returns, not prices.

The second danger area for modern agriculture is stability, and this is closely related to the problem of returns. Modern business cannot and will not operate if the future is uncertain. Most industry other than agriculture has the capacity—the tools, if you please—to inject stability into market situations by control, to a large degree, of product prices through management of total output. Farms, except those concerned with only a few specialized commodities, do not have this power—the power to stabilize output price and thereby reduce the wide and often disastrous fluctuations in earnings. A major difficulty is in the sheer numbers of independent agricultural producers involved.

It is logical for the individual agricultural producer to assume that he, acting independently, cannot influence total supply and thus has no control over price. Therefore he resigns himself to the fact he must take the best price offered. He attempts to compensate for this by reducing his production costs in an effort to maintain his income—a nigh impossible task in this time of inflation. Most likely his income is reduced and his standard of living along with it.

Another technique the farmer often uses to compensate for lower income is to increase his production, trying, not always success-

fully, to reduce his per unit production costs at the same time.

What happens when this occurs? It's the same old story. The expanded supply often drives prices downward, thus reducing his returns even more. The change in volume of agricultural production is never much in any one year, but it is enough to cause wide variations in prices and earnings. For example, hog prices have always been known for wide movements. Within the past year the prices received by farmers fell 50 percent. This reduction drastically depressed earnings and is leading to less efficient production as investment is slowed.

I am convinced that effective stability in agricultural prices can come about only through an effective national program of production management. A new agricultural policy is needed in America and that policy must seek stability of agricultural production and prices and provide for returns equal to the invested resources. The problems of agricultural productions are not new. Certainly I am far from being the first to discuss them; these problems were not recently discovered. Many of our Land Grant institutions have been recommending stability and parity returns for agriculture for a number of years. Some of our agricultural leadership has cried out, like a voice in the wilderness, to be heard.

But the difficulty has not been defining the problem. It has been in implementing specific policies that will result in workable solutions. I feel the machinery we have been using to find solutions should be discarded so we can try something new. I believe we have been plowing down the wrong row.

Modern agriculture should not have to rely on the long-used congressional-USDA structure. While this structure has served a very useful purpose in the past, it needs to be remodeled for something better.

I believe that meaningful change will be impossible as long as the details of farm policy are formulated by a Congress that has a basic, built-in frame of two years. Policies focusing on agriculture have suffered because they have been short-run in nature—concentrating mainly on product prices, not parity of income. Short-run political expediency has too often been substituted for long-range planning. The patchwork of ineffective agricultural programs we witness today is a direct result of the present congressional-USDA structure. What is really needed is to move the responsibility for establishing detailed programs outside of Congress and the USDA.

I recommend that Congress adopt the concept of stability and parity of income as long-term policy goals for modern agriculture in America and then establish a national food and fiber board with sufficient authority to develop the detailed production management and marketing policies necessary to ensure an adequate supply of food and fiber for the future.

Members of such a board would be nonpartisan, appointed by the president, and would represent all phases of modern agriculture from the producer through to the consumer. The board would have broad powers to stabilize agricultural prices by various control and information devices and to raise earnings of producers by enacting measures to assure them of a parity of income.

Since I believe it to be in the national interest to maintain strategic reserves for both price stability and national emergencies, the proposed National Food and Fiber Board would be assigned this responsibility. The board would encourage and support farm organizations and bargaining associations that also have as their goal the stabilization of an efficient agricultural industry. This National Food and Fiber Board would provide the focal point for the realization that modern agricultural policy cannot be framed in the congressional arena where the farmer is pitted against the middleman and the consumer. The board would have one main charge: to establish production and marketing control programs, to be implemented by USDA, that will ensure the production of food and fiber in the most efficient manner by providing stability in the market and reasonable earnings to all concerned.

Before I close, which I shall do quickly now, I want to mention one other matter. I'm sure you agree that finding a solution to our production problems will not eliminate rural poverty. I will state, however, that if we as a nation had paid more attention thirty years ago to the problems of rural America, neither urban nor rural areas would be in such difficulty today. But that is hindsight, which doesn't require much wisdom. We need the foresight to develop a truly effective program of rural development. Present policy in Washington, if indeed there is one, is unclear at best. No leadership is being given to revitalizing rural America.

As a Republican congressman from Iowa said just recently, nobody at the White House "knows the difference between an ear of corn and a bale of hay." Not knowing is bad enough, but they don't even seem to want to learn. Little wonder that the voice of agriculture does not carry much weight around the White House.

Judgments and decisions are made on the basis of where the votes are; and, let's face it, votes are becoming scarcer in strictly rural areas.

The danger is not so much that in the future there will be fewer votes coming from rural areas, although that in itself—the out-migration from our rural communities—is not an altogether happy thought. The real danger is that there will be fewer bushels of corn, fewer bales of hay, fewer pounds of pork, fewer gallons of milk. When that occurs, that will be the day that the White House, and indeed all of America, will wonder why they had not been listening.

What is needed is a clear recognition that national programs to renew and to retrain and to provide uplift must incorporate rural America as well as urban America. We have urban renewal. We need rural renewal as well. We have urban redevelopment. We need rural redevelopment also. We have model cities programs. We need model rural areas programs, too.

Retraining and job opportunity programs must be national in scope, not confined to the cities. When we speak of programs to rebuild our cities, we must insist that such programs are equally applicable to the thousands of small towns all across this land which have problems proportionately just as great as the big cities but which are simply less vocal and less visible.

This lack of visibility is hard to understand when we consider that rural America has the highest incidence of poverty, the lowest level of school funding and educational achievement, and the poorest housing of any part of the nation. We can and must extend our dimensions of human concern to our rural populace in the areas of health, education, housing, transportation, employment, and economic opportunity. This is simply the right and the proper thing to do.

On the other side of the coin, our rural areas have less air pollution, lower reported crime rates, less congestion, and many other positive factors that attract people to live there. But the inadequacies of rural health, education, housing, and economics cry out for attention and meaningful action.

The future is now. It is time to reaffirm that America is one nation, not a nation divided into rural and urban parts. It is time to resolve that national programs seeking to solve legitimate problems will not be isolated in their scope or their impact either to cities or to rural areas.

The strength of this nation is drawn from its rural areas because the roots of America go deep in the countryside and the countless communities, small towns, and villages. Rural America must be kept healthy for the well-being of the entire country.

REPORT OF THE EXECUTIVE MANAGEMENT COMMITTEE OF THE SOUTHERN GOVERNORS' CONFERENCE

Atlanta, Georgia, November 8, 1971

Governor Scott, speaking on "The Implementation of State Goals and Policies" at the Executive Management Committee of the Southern Governors' Conference, commented on the multitude of problems, requiring numerous decisions, which faced each governor every day. Consequently, there was little time left for planning ways of achieving overall state goals. He observed that state governmental activities had slowly evolved, that new state programs generally responded to specific problems. Because of this situation, the North Carolina General Assembly had created a fifteen-member Council on State Goals and Policy, which had been "charged with the task of identifying and expressing the total needs and aspirations of our citizens" and identifying "the type of future they want for themselves and their families." The hopes would be "expressed in the form of specific goals for state action," and a timetable would be set. Scott added that there would be no point in setting goals unless those responsible for state policy strove to meet them.

North Carolina and the South were seeing population shift from rural to urban areas. North Carolina's goal, he said, was to strengthen and improve small to medium sized urban population clusters so that the people would not have to migrate to urban areas to find good jobs, good schools, and good health care.

The tempo of change was increasing rapidly, and the speaker called for public expenditures consistent with long-range goals. North Carolina, he said, expected its Council on State Goals and Policy to establish clear directions so as to show where priorities should be placed; a similar effort was needed at the national level. The nation was "faced with the need for high level leadership at all levels of government so as to awaken a similar spirit of hope and purpose in our citizens."

SEYMOUR JOHNSON AIR FORCE BASE OFFICERS CLUB

Goldsboro, November 19, 1971

A testimonial dinner was given for crews in the Strategic Air Command's 1971 Bombing and Navigation Competition at Seymour Johnson Air Force Base, and Governor Scott was the speaker. The week had been one of sharp contrasts for Scott, who related his experiences of the preceding Monday when he had climbed into the basket of a hot-air balloon to fly over Raleigh—a flight which ended in a garbage dump. The end of the week brought the trip to Goldsboro, and the comparison between the "quaint little instrument of travel" with the sophisticated jet bombers was fascinating. Participation in the SAC competition would have a North Carolina flavor, with the B-52 from Seymour Johnson bearing the name "Tar Heel Triumph."



On November 11, 1971, the governor spoke at the Bombing and Navigation Competition dinner, Seymour Johnson AFB.

Governor Scott commented on reservations he had about the wisdom or necessity of the nation's continued involvement in Vietnam. He said the situation had been called "a case of the unwilling helping the ungrateful to kill the unwanted." It was his belief that the nation's purpose in Vietnam had been served and that the United States should withdraw.

The speaker hastened to add that the United States should not drop its defenses, saying it "would be folly not to remain strong and alert in these uneasy times." The position of the United States in world affairs was of great importance, and he expressed concern at "the first stirrings of a movement toward isolationism." The United States had to continue working with other nations in trying to remove causes of international friction. Scott reviewed the isolationist view which had kept the United States out of international conferences prior to 1900, had prevented admittance to the League of Nations in 1919, and had curtailed efforts to curb aggressor nations prior to 1937. He called history "a dear teacher" but added that "history repeats itself because we were not listening the first time." He said that no country could pretend it was not part of the world just as no state could pretend it was separate from the nation, and just as Wayne County and Goldsboro could not pretend to be apart from the state. Despite its challenges and frustrations, the quest for international peace had to go on. The governor expressed optimism about the future of the nation and the world, saying he believed "fervently in the imperishability of man. No matter how dark the hour may become, he will not only endure—he will predominate."

NORTH CAROLINA MANPOWER COUNCIL

Raleigh, January 6, 1972

Governor Scott, in his opening remarks, referred to members of the North Carolina Manpower Council as "planners"; he called on them to work toward the goal of an adequately trained work force for North Carolina. Many Tar Heels needed basic education; others required training whereby they could improve their skills. Scott noted that more than a million people in the state needed assistance from a manpower program.

The governor mentioned the multiplicity of federally-funded programs, which he termed "overcentralized administrative ar-

rangements . . . [which] have not been responsive to local conditions and individual needs." Scott, who wanted the reform to begin in North Carolina, asked members of the Manpower Council to lead in that endeavor. He expressed hope that the work of the council would lead to a manpower development and training plan tailored to meet the needs of North Carolinians.

The chief executive reminded members that every department of state government was required by law to provide facts and figures needed by the Manpower Council; staff for research and administration was available. The role of the federal government in manpower funding could not be overlooked insofar as it related to planning. Scott called on the council to work out a "comprehensive and coordinated state manpower plan," one which would be developed in concert with others being made for the seventeen multicounty planning regions. The Department of Administration had been given responsibility for coordinating all manpower planning activities with the Council on State Goals and Policy, the State Planning Division, and other state agencies. Scott said these were key links to providing an orderly future for North Carolina.

The council, which faced the problems of reducing duplication, would serve as state sponsor of all federal manpower programs in the Tar Heel State. Increased support in Congress called for a stronger voice at the state level. The United States Department of Labor had promised to go as far as possible in permitting state initiative in manpower planning and training. Scott listed several specific goals to guide the council: Able-bodied citizens had to have the opportunity of acquiring skills to enable them to provide support for themselves and their families; illiteracy had to be eliminated by a practical deadline; the public school dropout rate had to be reduced; occupational education had to be provided for children in the sixth to twelfth grades; and North Carolina's manpower training programs had to be coordinated so that industry's increasing demand for workers could be met. A unified employment placement service and an annual labor force survey were also needed. The role of the North Carolina Manpower Council was that "of planner, coordinator, evaluator, adviser, and—most important—innovator for the state's manpower programs." New knowledge and technology, rapid social change, and continuing potential for discrimination were factors contributing to the urgent need for an adequate manpower training program. Scott called on the council to plan for such a program. He chal-

lenged the members to work rapidly and boldly, adding that the "best cure for poverty is a good skill used at a good paying job."

"IMPACT 76" NEWS CONFERENCE

Raleigh, January 13, 1972

Long-range and careful planning had become essential for every organization, and the governor commended the Agricultural Extension Service for its leadership in developing the Impact 76 Program. Earlier there had been other long-range programs: "1.6 in '66" and "Target 2." North Carolina could be proud of its agricultural heritage and recent programs; its gross agricultural income had increased by about $.5 billion. The state ranked among the top ten in the production of eight different farm commodities and was the nation's fourth largest farm exporter. Natural resources had to be managed with conservation in view, the governor said, and he expressed delight that the Extension Service had designated environmental quality as one of its major areas of responsibility.

Farmers and agribusinessmen of North Carolina were competing with those of other states and nations, and the job of the Extension Service was to help Tar Heels remain competitive. Many of the rural-urban distinctions had disappeared; consumer information, beneficial to city and farm dwellers alike, was available from Extension home economists. Governor Scott called for more programs to attract young people, reminding his audience that 4-H was for everyone. He felt there should be more emphasis on total rural development; and he challenged the Extension Service and all agencies to help bring about needed changes. The governor called for cooperative effort to assure the reality of the goals of Impact 76.

STATE CONFERENCE ON RURAL DEVELOPMENT

Raleigh, January 25, 1972

A great deal of national attention was being focused on the problems and the opportunities of rural America, but Governor Scott noted that any program which failed "to account for the

strong economic, social, and political linkages between urban and rural areas will fail to achieve the results necessary to build a bright future for every man, woman, and child in our nation." In the past, he said, rural problems were primarily those related to agriculture and to the farm. Farm problems were still important, but it was necessary to look to programs which would provide training and job opportunities outside farming and agriculture. Many technological and economic forces were at work. Decline in agricultural employment did not mean a decline in agricultural output; mechanization did, however, result in decreased demand for agricultural workers. Former agricultural workers needed training to qualify for nonagricultural jobs. Scott said North Carolina was fortunate in its dispersed population in lieu of a few large urban areas; there was need to channel federal, state, and local resources toward the maintenance of this situation.

The balance between jobs, people, public services, and the environment was a major consideration of all levels of government.

The governor pointed out the fact that rural areas were "not economically viable." Nine North Carolina counties had over 100,000 people in 1970; these nine had 36 percent of the state's population and accounted for two thirds of the population growth between 1950 and 1970. At the same time 66 counties with less than 50,000 people each in 1970—30 percent of the state's population—accounted for only 3 percent of the population growth between 1950 and 1970. Scott said that these figures suggested that the state "was making very little headway in establishing an urban base for development of our rural counties." At the same time, however, there were clusters of people which could be considered "unrecognized cities." For example in the area of North Wilkesboro, a city of just over 3,000, there were 16,000 people—in effect an urbanized area. An urban cluster of this size could provide public services strong enough to be a major factor in attracting job opportunities. The 1970 census showed over 350 clusters which could be classified as urban because of their density of 200 or more per square mile. He named several: Goldsboro, Rockingham, Asheboro, Waynesville, and Hendersonville.

Scott observed that all levels of government had to spend funds for water and sewage projects, hospitals, schools, etc., in a manner which was consistent with the overall goal of North Carolina. He encouraged those attending the State Conference on Rural Development to study the needs of rural housing and to look at ways of enhancing the rural environment.

The 1971 General Assembly passed the "North Carolina Pollution Abatement and Industrial Facilities Financing Act," which authorized the creation of Pollution Abatement and Industrial Facilities authorities; these would sell tax exempt bonds to finance the construction of sewer and industrial facilities. This legislation was limited to economically distressed counties, and the governor said the policy worked in conjunction with several of the federal regional programs; he again called attention to the creation of seventeen multicounty planning regions in the Tar Heel State. The regional alignment made it possible for several counties to work cooperatively to provide the level of health care, educational opportunity, and other public services which citizens needed. He was convinced that multicounty planning and development would assure participation of all areas of the state in federal and state programs.

In closing Scott urged all North Carolinians to channel their efforts so as to assure the full potential of urban centers and thereby provide a suitable environment for rural development in the Tar Heel State.

JOINT CONFERENCE OF NORTH CAROLINA INDUSTRIAL DEVELOPERS ASSOCIATION AND NORTH CAROLINA ASSOCIATION OF PUBLIC COMMUNITY COLLEGE PRESIDENTS

Fayetteville, February 3, 1972

The goals and activities of industrial developers and community college presidents were, according to Governor Scott, "closely intertwined." Economic growth had paralleled development of the community college-technical institute system and expansion of the state's industrial promotion program.

The first industrial education center had opened in Burlington in 1957—the same year that Governor Hodges began his aggressive industrial development program. From $200 million in 1957 the annual industrial plant investment had grown to $702 million in 1971. Parallel to this growth was expansion of the community college and technical institute system of fifty-six institutions. Enrollment had increased to 358,000 during 1971-1972, and 171 different vocational and technical programs were offered. Appropriations to the community college system had increased more

than 135 percent during the preceding four years, and funds for vocational education in the public schools had increased more than 101 percent. The governor cited other statistics which evidenced the rapid growth of the system. He discounted suggestions that the community colleges wanted to become four-year institutions of higher education; since 1963, when the system was established, not a single community college or technical institute had become a four-year school; less than 5 percent of the system's total enrollment was in college parallel work. To verify the efficiency of the practical programs, Governor Scott quoted from the training director of the Winston-Salem plant of Westinghouse, who praised the resources of the Forsyth Technical Institute. He also quoted a Rochester, New York, newspaper which, in a series of articles giving reasons why Rochester and other northern cities were losing industry to the South, had noted that the South trained workers. One of the major strengths of the program was its flexibility, which permitted adaptation to meet almost any training requirement.

Much had been done since 1957, but many North Carolinians still needed help. Governor Scott urged the industrial developers and community college leaders to lay "a framework for even greater economic and educational opportunities for this generation of North Carolinians and those to follow."

NORTH CAROLINA STATE YOUTH CONFERENCE OF THE NAACP

Chapel Hill, February 12, 1972

For the second time in less than two months Governor Scott met with groups of young people to discuss their involvement in politics. On January 15 he had addressed the Greensboro meeting of the North Carolina Association of Teen-Dem Clubs. On February 12 he spoke to the State Youth Conference of the National Association for the Advancement of Colored People. The meeting's topic was "The role of young people in the political processes of the state and nation"; and Governor Scott noted that the voice of youth had been amplified through voting rights recently granted them.

Problems existed, but the governor felt it folly to write them off as insoluble. He urged his listeners to work within the system to

make it better and encouraged all citizens to renew their support of the "fundamental processes" for the conduct of public affairs. He said that there were weak spots which had to be strengthened, injustices and inequities which had to be abolished, and need for improvements. He asked if government were not "the machinery for fulfilling the needs and aspirations of the people themselves."

Scott called politics "the force that powers the machinery that provides for . . . [the] needs and aspirations of the people." By becoming involved, by exercising the right of the ballot, an individual could shape that force. The lives of all citizens were touched by the political and electoral process. Scott said he wished he could dispel the idea that a person had to be devious to succeed in politics. The essential nature of politics, he said, was "a means of making things happen for people, to bring about progress and advancement for people, to activate plans and programs for people." He commented that relations with governments, international powers, and other people were determined by officials and policy-making bodies chosen by the electorate; but it was true, Scott added, that citizens themselves actually regulated the quality of life in the community, state, and nation.

NORTH CAROLINA COUNCIL ON STATE GOALS AND POLICY

Raleigh, March 14, 1972

[Governor Scott spoke at the initial meeting of the North Carolina Council on State Goals and Policy, a meeting held in the conference room of the Archives and History-State Library Building in Raleigh. In many previous speeches he had referred to the significance of the council, a body created by the 1971 General Assembly.]

Last year, at my request, the General Assembly passed an act creating a North Carolina Council on State Goals and Policy. That act has the potential of being the most significant and far-reaching accomplishment of the entire legislative session. I want us to keep this potential in mind as we begin the work of this council today and as we develop our agenda for future deliberations.

The enabling legislation established these broad powers and duties for the council:

To express the needs and aspirations of North Carolina's citi-

zens and to identify goals for state action that will help meet those needs and aspirations.

To recommend policies to guide the state in achieving goals, and to suggest short-run goals which should receive priority over the next three to five years.

To evaluate the present structure and activities of state government and to recommend improvements.

To identify areas of urgent need or inadequate present policies and to recommend appropriate analysis to provide a basis for evaluating alternative courses of action.

To inform the general public of the state's main problems and to involve the citizenry in the study and debate of state goals and policy.

And, finally, to submit a report to the governor by November 30 of each year to assist him in the preparation of a "State of the State" report.

I think you can see that we have an important mission spelled out for us.

The need for a high level advisory group to provide a continuing across-the-board view of our long-range goals became obvious to me early in my administration. I came to the Governor's Office with a major goal of developing a strong and comprehensive planning capability in state government. We have made significant progress in that direction. However, we have merely laid the foundation for good planning—a foundation that will lead to solid accomplishment for years to come.

The decisions on programs and budgets that come to a governor's desk originate from many different agencies. Each agency can justify its request on the basis of meeting the needs of some segment of society. Through this process we currently allocate over $2 billion each year in state expenditures. The responsibility of weighing one agency request against another to see, first, which program should have higher priority and second, whether the numerous programs are consistent with over-all state goals and policy, should be supported by solid analysis of the kind of state we want to develop for our citizens.

The expenditure of state funds can and does have a real impact on the type of social, economic, and physical environment that confronts our citizens. We must not stumble into the future on the basis of one short-run decision at the time as we have done many times in the past. We must begin to base our day-to-day decisions on a look down the road for ten, twenty, or even fifty

years to see where we are heading. Then we must determine whether current trends are taking us where we want to go. If present trends are not consistent with the long-range desires of our people, then we must look at alternatives that can be influenced by state expenditures for schools, hospitals, transportation facilities, and other public service programs.

During our lifetime we have seen our state move through a transition from an agricultural economy to one based more and more on manufacturing and service industries. This growth and development has been good for our state. It is impossible to meet the ever increasing aspirations of our people without an expanding process of industrialization. Yet our trend toward industrialization carries with it, hand-in-hand, the process of urbanization. Fortunately, we have thus far escaped, for the most part in North Carolina, the undesirable aspects of an overly concentrated urban society. We are a state of small to medium sized urban centers. This settlement pattern fits our concept of what will provide the best life-style for North Carolina.

I told our state planning people soon after I came into office that I wanted to develop policies during my administration that would enable us to continue to have a dispersed population in North Carolina. I wanted to avoid more empty houses and empty fields on the one hand and more concrete, asphalt, and neon jungles teeming with the unskilled and unemployed on the other. A major concern of my administration has been to do everything possible to encourage a development alternative. This alternative is based on the vitality of the urban clusters within our rural areas. Such an alternative should help us develop a jobs-people balance that will provide good job opportunities for our people without everyone having to move to a major congested, urban area.

I am convinced that the general public shares this concern with me. Yet, I am concerned that we may be making short-run decisions that are directly contradictory to a jobs-people balance. Many of our decisions—on where transportation, health, education, water-sewer and other public funds are spent—are made in a manner that just feeds the trend toward more and more concentration of people in a few urban centers.

We see evidence of this trend when we realize that urban centers of 50,000 or more people accounted for almost 70 percent of the state's population growth between 1950 and 1970.

However, during that same twenty-year period we see that ur-

ban areas with 5,500 to 50,000 people accounted for almost all the remaining population growth. This shows that smaller clusters are able to retain people and to provide a support base for continued development. We must strengthen the ability of these smaller urban clusters to provide more job opportunities and public services. In this way, I am convinced that we will prevent many of the tensions and problems that come from overconcentration in a few major urban centers.

A major policy issue facing North Carolina in the 1970s is where and how development shall occur. This overriding question cuts through many other issues facing our citizens.

The question of income level and distribution is tied directly to the question of where urban development will occur. If we project current income trends to 1980, we find seven of our seventeen multicounty regions with a per capita income that is $1,000 or more below that of the most affluent region. The region with the lowest projected per capita income would be almost $2,000 below the most affluent region. What can the state do to assure a more equitable distribution of jobs and income among the regions of our state?

The quality of our environment will be affected by where we encourage development. The question of urban growth and decay, equal opportunities for health services and educational opportunities, are all mixed up in the question of what type of urbanization takes place in the next ten to twenty years. These and other major issues will provide this council with an active agenda over the next few years.

We have all talked about the good life. It will be your job to determine in the broadest sense what we mean by the good life. Then, more importantly, you must look at the activities of state government and suggest policies that will place that good life within the reach of all our citizens. The time has come for us to spell out more clearly what our goals are regarding the type of life-style we want in North Carolina.

If we give more thought to the formulation of long-range state goals and set priorities to achieve those goals, then we will be able to assure that our daily, weekly, or annual decisions are moving us forward with everyone in step. This council can play a key role in bringing our major options to our attention and can provide a unique forum for discussing these options and suggesting priorities for state action. It is my hope that the council will also set the tone and give direction to the planning activities with-

in each state department as well as the overall planning program within the Department of Administration.

The close coordination of the council will provide an essential tie-in with planning *and doing*. Those of you who know me well know that I get impatient with any planning activity that does not go that extra step and suggest action. It is for that reason that I asked for a Council on State Goals and Policy. Many states have established groups to discuss state goals. In all instances they met, deliberated, published a report, and then went home. These efforts resulted in some lofty goals but little prescription for action. It is for this reason—to get action—that we also asked that this council be a continuing body.

The task is before you. It is not simple. Each of you should dedicate your best efforts to this task. There are some things you can accomplish in the short-run. But the major fruit will be harvested long after I have departed state government.

My goal is to set in motion a few changes that will make state government more responsive to the needs and the potentials of our citizens. In this manner we will develop and maintain a government that merits the confidence of the people.

IN SUPPORT OF $150 MILLION STATE CLEAN WATER BOND ISSUE

Raleigh, March 14, 1972

[In the following statement the governor urged citizens to vote in support of the Clean Water Bond Issue. He pointed out the urgent necessity for additional funds to assure a safe and adequate water supply for North Carolinians. Voters went to the polls on May 6 and voted 554,085 to 249,475 in favor of the bonds.]

Throughout the course of history, water has been the primary sustaining resource of mankind.

The earliest civilizations had their beginnings in the great river basins of the Old World—the Tigris, the Euphrates, the Nile. As the New World took shape settlements and trading centers invariably sprang up along coast lines and river banks. To a large extent, the drama of human existence has revolved around floods and droughts, famine and plenty—in short, water. Water in abundance. Usable water, pure and untainted.

Here in North Carolina, we have a great state with great water

resource potential. Proper management and development of that resource, to guard against both shortages and impurities, is a matter of prime importance at this moment in time.

In too many localities, citizens are denied a reliable and effective water supply because of systems that are too small, underdesigned, or ill-maintained. Fortunately, opportunity is knocking. On May 6 the voters of North Carolina will pass judgment on a $150 million State Clean Water Bond Issue. Authorized by the 1971 General Assembly, this referendum gives the voters their first chance ever to speak out directly on the matter of clean water for North Carolina.

I will vote "yes," and I earnestly hope that my fellow citizens will do likewise. Let us accept the opportunity and pass the bond issue, because many benefits will flow from it. The bond proceeds will be used to help municipalities and other eligible local governmental units build needed clean water projects. These projects will include new water pollution control facilities and public water supply systems, along with the enlargement and improvement of existing facilities for these purposes.

North Carolina's needs in these areas are great. The best estimates we have indicate that local governments must spend $697 million during the next five years if they are to have adequate water pollution control and safe, reliable public water supplies. In many instances this is too large an order for individual communities.

Federal assistance is available for waste treatment facilities, and, in some cases, water supply projects; but even then the local share of the cost is beyond the reach of many of our communities. They simply do not have the financial resources or the borrowing capacity to qualify for the available federal funds. If we are to get the job done, state funds are needed to supplement federal and local spending in the fight for clean water.

I am pleased that the General Assembly recognized the necessity of state participation and authorized the clean water bonds subject to the people's approval. I supported the bond proposal during the 1971 legislative session, and I will follow through by casting my vote *for* the clean water bonds on May 6.

The needs are great, and the time is short. We cannot afford to let water pollution continue, nor can we afford to let so many of our people continue using undependable water supplies. I hope and believe the overwhelming majority of our voters will vote "yes" on the bonds. Let's make it a tremendous victory for clean water in North Carolina.

NORTH CAROLINA ZOOLOGICAL PARK SITE

Asheboro, March 18, 1972

[Governor Scott, at the opening of the North Carolina Zoological Park Site, referred to an office building which had been donated to the park; the five-modular office unit, 63 feet by 12 feet, was manufactured by Homes by Fisher, of Richfield, a subsidiary of Oakwood Homes, Inc., of Greensboro. Once placed on a foundation, though portable, the modular units gave the appearance of a permanent structure. The furniture, landscaping, a well, a septic tank, and other appurtenances were donated by various businesses. The bond issue to support the Zoological Park was passed by North Carolinians on May 6 by a vote of 418,342 to 341,294.]

North Carolina is blessed with many assets, including an ideal climate, warmhearted people, and beautiful land stretching from the sea to the mountains. The piece of land on which we stand today is within 5 miles of the geographic center of North Carolina and within a very few miles of the center of our state's population.

These 1,371 acres are the newest to come into state ownership for the enjoyment of all of our people. While it is not a state park in the truest sense, this beautiful land today becomes part of a system of unexcelled recreational facilities for the enjoyment and uplifting of people.

As many of you know, I served for a number of years on the State Parks Committee of the Board of Conservation and Development. I have an abiding interest in the park system and in all public lands where the people of North Carolina can enjoy the great outdoors. In my past three years as governor I have done my utmost to continue and promote the acquisition of such recreational areas.

Obtaining and laying aside these lands for public use has been and must continue to be one of the goals of governors and government, for we must not fail to work continually for a better life for the people of our state and nation. This is one of the prime responsibilities of all public servants.

I am honored, therefore, to open officially this parkland for public recreational use. In doing so, I would like to read the inscription on a plaque which is displayed here.

The inscription is as follows:

This land, upon which will be built The North Carolina Zoological Park, was donated to all citizens of North Carolina by the people of

Randolph County on October 30, 1971. It was selected as the site of the Park from among six locations in the central part of the State by a special selection committee of the North Carolina Zoological Authority. This locale was judged by that committee to be most ideal for the welfare of the animal population to be contained here, for those who will visit the Park to reap its many benefits, and for the operation of one of the most outstanding zoological parks in the world.

It is with great pleasure and with gratitude to the donors and the hundreds of people who have worked unselfishly on the zoological park project that I declare the Purgatory Mountain land open to our citizens and to visitors from any state or nation. Robert W. Scott, Governor. March 18, 1972.

As you know, the zoo project faces a choice of acceptance by by the voters of North Carolina on May 6. The voters will be asked to give permission for the sale of $2 million in general obligation bonds, proceeds of which will be used for design, engineering, and construction of the basic needs of the park. I should point out here also that after the successful passage of that bond referendum an additional $4 million will be raised from private subscription for the completion of the first phase of the zoo's development.

Every project needs sound and dynamic leadership. Therefore, I am asking Rep. Hugh B. Campbell, Jr.,[196] member of the North Carolina General Assembly and a prominent attorney from Charlotte, to act as chairman of the committee to promote passage of the Zoo Bond Referendum.

Hugh Campbell has served two terms in the House and has been a leader in promotion of legislation having to do with endangered animal species, various environmental bills, and with bills pertaining to conservation of our natural resources. He has worked for many years for the public good through the law as well as through his own personal example in his community, church, and schools.

Hugh Campbell is highly qualified and deeply interested in promoting passage of the Zoo Bond Referendum. If Hugh is behind this venture, it will be successful. He's *that* kind of leader.

I listened with pleasure to the remarks of the gentlemen who have preceded me in this program regarding the new office building here. Certainly, this is a most generous gift to the North

[196] Hugh Brown Campbell, Jr. (1937-), lawyer from Charlotte; A.B., Davidson, J. D., Harvard; U.S. Army, 1962-1964, and member of U.S. Army Reserve; member, N.C. House of Representatives, 1969-1971. *North Carolina Manual, 1971*, 674.

Carolina Zoological Park project and, therefore, to all the people of our state. As I mentioned earlier, one of our state's greatest assets is its warmhearted citizens and the gift of this office building certainly reflects that warmth and generosity. While not to take away from the greatness of this gift, which is, of course, a combination of many gifts, I look at this building as but the start of one of the most dynamic projects to be undertaken in recent years in this state.

I earnestly hope that all will champion this project as I have for it will benefit our people in many ways—in recreation, education, conservation, and in the general enrichment of the lives of our people in the years ahead.

I am pleased, therefore, to open this building officially and offer the hope that those who work here will constantly bear in mind that their labors are for the continued betterment of our people and for the continued greatness of our state.

CITIZENS COMMITTEE ON THE SCHOOLS

Rougemont, March 31, 1972

Meeting with the Citizens Committee on the Schools, at Quail Roost Conference Center, Governor Scott reported that several subcommittees had submitted written reports of their deliberations during the previous meeting on March 2 in Raleigh. These reports, Scott said, reflected "a depth of feeling for the subject and a determination to make a meaningful contribution toward solving the problem of unrest in the public schools." Many citizens were apprehensive, confused, and worried. The governor quoted a letter from a fourteen year-old boy relating problems he and his fifteen year-old brother did not know how to solve. They were intimidated by fellow students when no teachers were around; they were told that they had to bring money or would be beaten. Though their parents had suggested that they ignore these troublemakers, the boys were afraid; the reality of the situation made it impossible for them to ignore their oppressors. The boy had related to the governor his dread of going to school and had asked for help. Governor Scott commented on this particular letter, a case which showed that "the joy of learning had vanished." He said he did not have the answer. The suggestion that the public schools would erode—or that there would be further erosion—was frightening. The governor concluded his remarks with a call

to the citizens of North Carolina, soliciting their views and their suggested solutions.

"CHILD ABUSE AND NEGLECT—THE FACTS WE ARE RELUCTANT TO FACE"

SECOND GOVERNOR'S CONFERENCE ON CHILD ABUSE AND NEGLECT

Raleigh, April 17, 1972

Meeting in Jones Auditorium at Meredith College, the Second Governor's Conference on Child Abuse and Neglect endeavored to focus public attention on problems connected with child protection in the Tar Heel State. Governor Scott spoke of the "shocking evidence" of abuse which had been documented from the registry maintained by the State Department of Human Resources. Between July 1, 1971, and February 1, 1972, county social services departments received reports of the abuse or neglect of 3,387 children, twenty-three of whom died. Governor Scott indicated that the figures, as grim as they were, were incomplete; eleven counties filed no reports. There was reluctance to face the fact that parents did abuse and neglect their own children.

Why did a parent mistreat a child? Stress in the family, brought about by any of a number of problems, could create frustrations; the most convenient object to strike was the child. The governor said that there was no single cause, but the problem was related to various methods of child care and differing concepts of discipline. Society had developed its system of laws over hundreds of years, a system based on the assumption that parents would protect their children. As a result, court decisions placed more emphasis on the protection of parental rights than on those of children. North Carolina cases dealing with the subject had held that parents were immune from criminal prosecution for injuries to their children unless they were maliciously administered or unless they inflicted permanent bodily injury. Scott voiced the opinion that these case precedents probably needed reevaluation.

Legislatures and courts were thinking more and more about the problem, and there had been a surge of legislative interest in child protection. All states adopted some form of child abuse reporting between 1963 and 1967.

The governor reviewed the history of the phenomenon of child abuse and mistreatment. Despite the fact that the problem was old, little was known about it. Public interest in the 1960s was brought about by objective, new information documenting child abuse. Advanced technology revealed abuses which had not been proved in the past; and new phrases, such as "the battered-child syndrome," were coined. Sensational cases were brought to light. As a result there was swift enactment of child-abuse reporting laws in all states, North Carolina's being enacted in 1965. The voluntary reporting law was replaced by a mandatory law in 1971.[197]

This legislation required reports of child abuse to be made to the county director of social services in the county where the child lived. The aim of the law was to provide more effective protection through identification of abused children; needed services could then be provided.

Governor Scott said it was hoped that these services would enable parents to change their methods of child care so children could be kept in their own homes safely. However, procedures for removal of children were provided by law. The governor said:

> The key to successful child protection will be through effective cooperation and coordination among the various agencies involved at the community level. This will involve the law enforcement officer, the physician, the hospital, the court personnel, public health agencies, social services personnel, public and private agencies, all working together. Reporting and identifying child abuse or neglect has no meaning unless it is followed by meaningful and appropriate action and services.

Governor Scott closed by emphasizing the need for public awareness and by pledging the resources of his administration to ensure more effective child protection in the Old North State.

[197] *N.C. Session Laws, 1965*, c. 472; *1971*, c. 710.

"WHAT DO YOU SAY TO THE JOSH HASKETTS?"

THIRD ANNUAL SYMPOSIUM OF THE L.Q.C. LAMAR SOCIETY

Birmingham, Alabama, April 21, 1972

[Governor Scott, in the following speech, quoted from a letter written by Josh Haskett. He also used portions of this letter when he spoke at the sixty-fourth annual meeting of the National Governors' Conference during its business session on "The Role of the States and National Growth," in Houston, Texas, on June 6, 1972.]

My friends and fellow southerners, the millennium has arrived. We are finally having a symposium that is not billed as an examination of "The Mind of the South." "The Mind of the South" has been scrutinized at so many meetings of this type that we are beginning to get a complex. What say we label this one as a look at "The Matter of the South"? The substance of the South. The reality of the South. I think we will find it as refreshing as a mint julep. And I believe it will be productive.

Try as I may, I don't believe I could set the scene for my remarks half as well as they were done for me by a man by the name of Josh Haskett. Josh Haskett, Ph.D., is—or was—an assistant professor of child development at Brooklyn College, Brooklyn, N.Y. He went to Brooklyn College from the University of North Carolina, where he earned his doctorate. Josh Haskett wrote me a letter a while back. Although it was addressed to me, and although it related directly to my state, it has a message that should be carried to every nook and cranny of our region.

Enclosed with Josh Haskett's letter was the text of a lecture he gave to all his classes at Brooklyn College. Listen, if you will, to the letter:

I hope you read the lecture. I hope you will consider what I've been looking at here in New York and thinking about during my first year out of Carolina, my first year in the "real" world, my first year teaching, and my first (and final) year in New York.

It's horrible. It's horrible to have to live in one of America's great cities. Most important, there are, I believe, some really devastating consequences of growing up in our high density urban areas.

That I'm sending you a copy of the text means that I really care about North Carolina, that I don't want to watch it become like the North, or like New York, or any more urban than it presently is.

Actually, I grew up in Los Angeles. But I went away. I went to Britain

to study. Then back to California to Berkeley. And then I decided to try the South. And Chapel Hill. And sure, I got my doctorate, but more than that I discovered I could be immensely happy in Carolina. Don't let it change. Don't let industry move in. Don't let the towns become cities. Don't let the preoccupation with money destroy your land. Your land is a beautiful land.

So ends Josh Haskett's letter.
What about Josh Haskett's lecture?
He makes these points:

My own introduction to New York's social world was less than an engaging welcome. There were plenty of people, everywhere, but despite my hellos I was lonely for the longest time. People in great cities do not seem to respond to others except to move out of their way. People in great cities do not seem to matter to one another. Much of the behavior of people in great cities is characterized by fear and avoidance, violence and aggression.

In great cities illegal activity can easily occur without many of the constraints that might be found in different physical and social environments such as small towns. A principal aspect of life in the so-called great cities is the prevalence of criminal activity.

I do not believe that crime can be controlled or reduced in the great cities. I do not believe, either, that people will be able to overcome their fear of others, their alienation from others. I see no reason to suppose that the great cities of America will ever be able to fulfill the function of providing for human happiness on any satisfactorily large scale.

Finally, listen to this conclusion of Josh Haskett:

It is time now that we must intelligently consider abandoning our great cities. Prevent people from living in great cities and at least one reduces the chances that illegal behavior will develop and be supported. Abandon them and the alienation will no longer be necessary. Prevent the formation of great cities and one at least creates greater opportunity for children to explore their environments. Perhaps the new environments that permit individuals to be relatively free from fear and free to love and explore will not guarantee equality or perfect liberty to all. Perhaps they also will not be able to develop or maintain a "cosmopolitan" or worldly image. But if they serve human happiness, and the happiness of our children, better than the great cities have done, they will, I believe, be ultimately more successful and rewarding.

This is what Josh Haskett has to say to me—and to you.

I say to Josh Haskett that we in the South have to take into account the need for enough industry to sustain and propel our economy and our people and to put bread on their tables. It is

eternally true that "you can't eat magnolias." But, Josh, rest assured that we do not intend to duplicate northern mistakes in a southern setting.

We will maintain the matter, the substance, the character, and the charm that is exclusively ours. We will not let things reach the point where we can count on nothing but laws and locks.

If we cannot count on civility—if we cannot count on honor—if we cannot count on beauty—if we cannot count on neighborliness—if we cannot count on decency—if we cannot count on these things, then there is precious little we can count on.

Fortunately, here in the South we have the assets—both tangible and intangible, both the mind and the matter—to do something while there is still time. With proper planning and action, we can encourage development of small to medium size urban clusters, sparing ourselves of the monstrous megalopolis. With proper planning and action, we can arrest and reverse the rural-to-urban migration pattern in the South. With proper planning and action, we can develop our rural areas into places that are not only pleasant places to live but also places that offer jobs and adequate health and educational services.

We can no longer tolerate a situation where our citizens, black and white alike, are forced to move from a rural poverty situation to an even more cruel urban poverty situation. Our concern should not rest solely on a desire to head off urban problems but rather on a positive commitment to provide every individual an opportunity to enjoy the fruits of an open and free society without being forced to migrate into a strange and hostile environment.

I am convinced that the most realistic approach to rural development rests on programs to prepare people for new jobs and programs to provide job opportunities within rural areas where people are now living. The creation of new job opportunities in rural areas will depend, to a great extent, on our ability to provide a level of public services comparable to those found within an urban setting. These services cannot be provided at every country crossroad. It will be impossible to get the job done with a policy aimed at locating industry strictly within a countryside setting.

I am convinced that the foundation or rural development in the South, and North Carolina in particular, must rest on the creation of a network of smaller urban centers. This network of urban centers, along with our large cities, can maintain a reasonable balance between where people live, where they can find good jobs, and where they can obtain the level of public services that we have come to expect in today's world.

This balance between jobs, people, public services, and the environment should be a major consideration of all levels of government. We must plan and direct our governmental expenditures, and policies that affect private decisions, to the end that we will provide first-rate schools, health care, transportation, and other public services in our small to medium size urban centers.

In North Carolina we have focused our attention on ways to link the efforts of the state, local, and federal governments as we move toward a statewide development plan. We are devising a statewide strategy for public investments, consistent with our goal of strengthening the ability of our dispersed urban centers to provide a favorable environment for new jobs. In doing so, we discovered some 350 clusters of people living at a density that could be classified as urban (200 or more per square mile).

One of the most surprising facts about these urban clusters in North Carolina is the size of some of the nonmetropolitan concentrations and where they are located. There are many "growing" cities in rural areas of North Carolina. This holds true for both our coastal and mountain regions. Many of our clusters are small and do not have the public service base to support sustained growth. We have identified those that have proven capable of holding population, and they will be the key to actual success of our policy of dispersed population centers.

I am sure that other southern states will likewise find that they have the beginning of a fine network of urban centers scattered across their entire state. These urban centers can play a key role in developing job opportunities for citizens where they are now living and thereby provide a real environment for rural development in the South. It seems to me that this approach will minimize the need for extensive creation of new towns or new cities. We will progress much faster if we identify and build on existing urban centers.

The commitment to a statewide or region-wide development goal implies much more than a guideline for public investment projects. It establishes a basic position on the role of state government in the 1970s. State government must take a leadership role in working with both local and federal governments to channel our efforts toward these goals.

I would like to emphasize this aspect of our approach in North Carolina. We are concentrating our efforts on getting these ideas accepted and understood at every level of government. It is not an easy task to make government really work toward commonly accepted goals.

Too often we see emphasis placed on so-called "new" or "innovative" approaches and not enough attention placed on getting fresh ideas and approaches woven into the fabric of all levels of government. This situation is understandable in that most political leaders have a relatively short time in which to make their mark.

They naturally may be inclined to place too much emphasis on today's headline, rather than on some relatively unglamorous task that may take years to bear fruit.

What is needed is a concept of unified decision-making where the various levels of government are moving in concert. Before a concept of unified decision-making can work, it is essential to have a clear-cut view of our overall goals and a specific, and realistic, timetable for achieving those goals.

It was for this purpose that I asked the 1971 North Carolina General Assembly to create a Council on State Goals and Policy. This council has a legislative mandate to lay the issues before the people and to come forward with suggested goals, policies, and programs. This council is now in operation and will provide a mechanism for getting our citizens more closely involved in government decision-making.

In addition to the work of the council, we have created, within the past two years, a viable system of multicounty planning and development regions. The governmental units in each region have joined together and created an operational organization bringing the various units of government together for a better understanding of their interrelationships.

These regional units of government are a vital link between the state and local units. They can assure for the first time that no section of our state is bypassed by any federal or state program.

By working hand-in-hand with our multicounty groups, the state can assume the role of middle partner between local and federal programs.

The important thing to remember is that we are establishing a structure for decision-making that will have a real impact on where our expenditures go and for what purpose. We are getting at the problem of a better handle on the financial and policy instruments needed to accomplish our goals.

During the next fiscal year we are planning a demonstration project for one or two of our multicounty regions to concentrate the efforts of every governmental agency with a program within the region. We want to develop and test a prototype system for directing the efforts of all agencies toward common goals.

I would like to propose that each state look to the possibility of joining in a similar experiment. We could exchange ideas and experiences and develop a more realistic pattern for statewide policy development and program coordination. We need to develop a spirit of boldness comparable to that which prevailed during the 1930s when we were searching for new agricultural and national economic policies.

Next week I will testify before the U.S. Senate Public Works Committee regarding proposed regional development legislation. It will be my suggestion that this legislation authorize funds for the type of innovative approach that we are attempting with our demonstration project. I am also asking that the legislation be given sufficient teeth to assure that all federal agencies join hands in this effort.

The South has a wonderful opportunity, not just to provide an example and leadership to the nation, but more importantly the opportunity to create an economic, social, political, and physical environment that will provide a new beginning for many of our citizens.

We can talk about our problems and opportunities from now until eternity, but unless our discussions are grounded in the reality of how we can reshape and redirect government operations, then all our talk will come to naught.

Unless we do this, the haunting supplication of the Josh Hasketts in our midst will be as a voice in the wilderness.

GOVERNOR'S ADVISORY AND REVIEW COMMITTEE TO JUVENILE DETENTION STUDY

Raleigh, May 15, 1972

Two weeks before Governor Scott met with the Juvenile Detention Study group, a committee of the North Carolina Bar Association had presented its report on the state's juvenile correction system. The chief executive felt the report to be significant, and he consequently had asked this committee—the Governor's Advisory and Review Committee to the Juvenile Detention Study—to assume follow-up responsibility. Scott called on the committee to carry forward the Bar Association's study where necessary and to develop needed legislation, to enlist public support, and to see that the recommendations were implemented. It would be



James M. Paige was sworn in as commissioner of youth development on June 1, 1972. Left to right, William H. Gibson, director, State Probation Commission; George W. Randall, assistant commissioner of correction; Governor Scott; Mr. Paige, Lee Bounds, commissioner of correction; and John Baker, a member of the Board of Paroles.

necessary, he said, to work with the Department of Social Rehabilitation and Control, the Board and Department of Youth Development, and medical and psychiatric authorities.

When he accepted the report, Scott had mentioned the desirability of making the central office of the Department of Youth Development more responsive to the needs of young people. In this connection he announced the appointment of James M. Paige,[198] who would succeed retiring Blaine M. Madison,[199] as

[198] James M. Paige (1935-), commissioner of youth development from Raleigh; B.S., Fayetteville State University; formerly special agent with FBI; former teacher, coach, school administrator. Biographical data from office of Mr. Paige, September 20, 1972; *News and Observer*, July 16, 1972.

[199] Blaine Mark Madison (1906-), commissioner of juvenile correction from Raleigh; A.B., High Point College; A.M., M.Ed., Duke; educator; appointed commissioner of juvenile correction, 1955; served through 1971. *Who's Who in the South and Southwest, 1971-1972*, 387; *North Carolina Manual, 1971*, 585-586.

commissioner of the Department of Youth Development. Governor Scott briefly gave the qualifications of Mr. Paige, a Negro, saying that he would be working with a system which had more black than white students.

The study report recommended that the Board and Department of Youth Development take steps to ensure the assignment of students to institutions without regard to race and that efforts be made to employ competent blacks in supervisory capacities. Scott commented that the appointment of Paige would be a meaningful one to those in the youth development program. He said that it had also occurred to him that the committee needed a balanced membership, with more members who had expertise in child psychiatry or child psychology. As a consequence of this consideration, he announced his appointment of additional persons to serve as members of the Governor's Advisory and Review Committee to the Juvenile Detention Study.

CITIZENS' ADVISORY COUNCIL OF THE WINSTON-SALEM/FORSYTH COUNTY SCHOOLS

Winston-Salem, May 26, 1972

[Throughout his administration, Governor Scott expressed an interest in elementary and secondary education. Though his emphasis was on the restructuring of higher education, his concern with public school education as a whole never wavered. His term as governor was one during which there was much dissatisfaction and unrest in the public schools because of the court and federal administrative orders which required busing to achieve racial balance. In the following address Governor Scott stressed the fact that all North Carolina children were entitled to quality education.]

My first thought when I was invited to be with you tonight was that I would give you some advice. That's what speakers usually are expected to do and, besides, it's easy to be an expert in somebody else's specialty.

Your specialty is the dispensing of advice—advice in matters relating to the public school system of Winston-Salem and Forsyth County. So I will pass up this golden opportunity to unload some of my advice on you.

I come, instead, to share some impressions and observations about an interest we share in common—our children and their schools. I believe we can safely say that we have never faced so

many problems on the school front as we are facing today. School systems all across this country, and especially in our region, have been shaken to their very foundations by sweeping social and cultural change. This massive movement, full of emotion and fraught with explosive issues, has been deposited on the doorstep of our schools.

Because the school is the most visible institution of community life, it has become the stage upon which real or imaginary ills of groups of people can be brought dramatically to public attention. Because of this high visibility, broad social issues that have no direct bearing as educational issues are brought to the school for exposure, consideration, and treatment.

Consequently, there is churning confusion, strife and unrest, with undisciplined elements disrupting proceedings, engaging in physical assault and intimidation, extorting lunch money from fellow students, and generally flagging their noses at duly constituted school authority.

There is a public tendency to relate poor housing, poverty, hunger, unemployment, delinquency, permissiveness, segregation, and a host of other problems to school policy and school management. As a result, school administrators and their school boards are held responsible for resolving social and economic problems that have little or no relevance to the avowed fundamental purpose of the schools—instruction.

Then, too, there is the problem of adequate financing of the schools. The never-ending search to secure, or try to secure, the necessary financial support arouses respect in some public quarters but creates suspicion among other groups of people who, when all is said and done, do not really want much change.

At this point, I am not quite as concerned about our monetary support as I am about our support in other ways. Ladies and gentlemen, in my considered opinion, there is a clear and present danger that public confidence in our public schools will be eroded to a dangerous extent unless some of the present conditions are brought under control or eradicated.

The state of North Carolina and its governor are dedicated to fair and just treatment, and the provision of fair and just educational opportunity, for all children in all schools in all communities. So, I believe, are the vast majority of the 5 million citizens of our state.

But it cannot be denied that a sizable segment of our population is concerned about its schools. These people are saying that

the climate of fear and turmoil which pervades some of our schools is disturbing, that it is wrong, that it must be corrected, because common sense tells them it cannot help but adversely affect the quality of learning.

The quality of learning—this, my friends, is the meat in the coconut. The right to a quality education in all its aspects is a cornerstone of the government of North Carolina. Our constitution declares that "it is the duty of the State to guard and maintain that right."[200]

Today, there is a real question of whether that right has been impaired to some degree. Many of our citizens think that it has, and their concern runs deep and wide. Because of this, and because I take seriously my constitutional responsibilities, I established a Citizens Committee on the Schools last fall to delve into the question of unrest in the schools. On May 15 this task force approved a report and recommendations which I feel will help improve the climate for learning and bolster public confidence in our schools.

The recommendations call for action on a variety of fronts, including the following:

Appropriation of state funds to enlarge the staff of the Human Relations Division of the Department of Public Instruction and to enable every local school system to employ a full-time public information officer.

Creation of a Student Task Force for Student Involvement in each local school unit.

Declaration of a statewide school interest and involvement day.

More minority representation on school boards.

Adoption by each local school unit of its own written, uniform code of regulations governing student conduct. It was recommended that students be involved to the maximum extent possible in developing the codes.

These are but examples of the numerous recommendations made by the citizens committee, but I think they illustrate the committee's firm resolve to bring about meaningful improvements. We are now in the process of developing an implementing mechanism to assure that the recommendations are followed up.

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[200] *N.C. Constitution*, Article I, Section 15.

It is my earnest hope, and my belief, that the work of the citizens committee will help assure a smoother opening of school next fall.

The mere fact that the committee was organized, studied the causes and effects of unrest, and brought the matter under the public spotlight, may have had a salutary effect in itself. I sense that it has and, although incidents still arise from time to time, human relations specialists within the Department of Public Instruction tell me they feel better about the overall situation than they have in the last three or four years.

For my part, the study will have been worth the effort if it does nothing more than arouse our citizens to say in a collective voice: "These are our children and our schools. We will solve our problems. We will make our schools work. We will support them with our resources, and we will support them with our hearts."

This is a matter that concerns everyone—teachers, school administrators, students, laymen, North Carolinians one and all. Call it old fashioned if you like, but I cling to the belief that the child, through high school at least, is under the influence of the home and this means his parents. Parents are in a position to exert the needed influence, and they should exercise that responsibility. Instead of continually asking "What are our schools coming to?" we should occasionally ask "What is coming to our schools?"

Education, that vital substance that fuels the torch of freedom, begins at birth and continues to the grave. Education is not complete unless it includes moral direction. Our young people still need the principles and virtues that have stood the test of centuries.

It is time for a renaissance in universal public education. It is time for a rebirth of the love to learn. It is time to return to that respected, useful, and still valid function of the school as a seat of learning and truth.

Under our system of government, public education exists because the people want it to exist. The people determine the program's characteristics, the amount of money they spend for it, and its modifications in response to current conditions. The people of North Carolina want good schools, and they want to be involved in creating and maintaining good schools.

Any attempt to improve the quality of education will work best if it has the full understanding, cooperation, and support of citi-

zens in all walks of life. Organizations such as this Winston-Salem and Forsyth advisory council can be and are very useful in helping promote wide citizen support and participation. My hat is off to you.

In closing, I hope that you and citizens throughout our state will heed a request which State Superintendent Craig Phillips made in a talk to a school group a while back. Mr. Phillips said this: "Work with us from a basic confidence . . . criticize us . . . advise us . . . needle us . . . disagree with us . . . but keep your basic confidence in us. Without it, we're sunk."

"NATIONAL ACTION FOR DRUG ABUSE CONTROL"

NATIONAL GOVERNORS' CONFERENCE

Houston, Texas, June 5, 1972

As he had done at the Southern Governors' Conference in 1970, Governor Scott again addressed a group of governors on the subject of drug abuse. He concentrated his remarks on the policy of the federal government with regard to the synthetic drug methadone. Federal agencies were providing financial assistance to states and communities which included in their drug treatment programs providing for methadone detoxification and methadone maintenance as a method of controlling heroin addiction. Scott said locales having problems with drugs other than heroin were being penalized in that they were not being given funds to help finance "outreach programs," "rap houses," crisis centers, and the like. North Carolina had less than half a dozen persons being maintained on methadone, and the need for programs which would help solve problems besetting rural and semirural areas had been expressed by the North Carolina Drug Authority to Dr. Jerome H. Jaffe,[201] director of the Special Action Office for Drug Abuse Prevention in Washington.

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[201] Jerome Herbert Jaffe (1933-), scientist from Chicago; native of Philadelphia; A.B., A.M., M.D., Temple; university teacher; with University of Chicago since 1966; director, Illinois Drug Abuse Programs, 1967-1971; consultant to president for narcotics and dangerous drugs since 1971. Jaques Cattell Press (ed.), *American Men and Women of Science* (New York: Jaques Cattell Press and R. R. Bowker Co., Twelfth Edition, projected 6 volumes, The Physical and Biological Sciences, 1972-), III, 2996.

To support the contention that methadone was not the cureall it was originally thought to be, the governor quoted from a publication of the American Association for the Advancement of Science in which the authors warned that use of the synthetic drug "reinforce[s] the popular illusion that a drug can be a fast, cheap, and magical answer to complex human and social problems." The article continued:

> What is required are profound changes in the professional and public understanding of the promotion and use of all psychoactive drugs. We need to concern ourselves with the entire spectrum of drug use, not just the use of heroin. To think that the use of another drug can solve the profound and complex task facing us is indeed an illusion.[202]

Scott concluded with a call to "make our comprehensive drug programs just that—comprehensive. Let's don't let the tail wag the dog."

LUNCHEON IN HONOR OF POW/MIA FAMILIES TO KICK OFF PROGRAM OF CONCERN

Raleigh, June 15, 1972

[During the course of the long Vietnam War many Americans had become prisoners of war or were missing in action. Many of these prisoners were not treated in accord with international agreement. In the following address the governor expressed his personal concern for the men who were held in bondage and for their families.]

The Southeast Asia war is one of the most frustrating experiences the people of the United States have ever had to face. I think it is one of the greatest tragedies of American history.

We became engaged in ground war in Asia against the advice of one of our great soldiers, General Douglas MacArthur.[203] He said

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[202] Henry L. Lennard, Leon J. Epstein, and Mitchell S. Rosenthal, "The Methadone Illusion," *Science*, 176 (May 26, 1972), 881, 884.

[203] Douglas MacArthur (1880-1964), army officer, native of Arkansas; graduate of United States Military Academy; commander in chief of United States and Filipino forces during the Japanese invasion of the Philippines in World War II; commander of United States Armed Forces in the Far East, 1941-1951; commander of occupational forces in Japan, 1945-1951; commander of United States Forces in Korea, 1951-1951; recipient of five-star rank as general of the army, 1944. Anna Rothe (ed.), *Current Biography: Who's News and Why, 1948* (New York: H. W. Wilson Co., 1949), 388; Charles Moritz (ed.), *Current Biography Yearbook, 1964* (New York: H. W. Wilson Co., 1965), 262.

many years ago that one of the greatest mistakes the United States could make was to become involved in a ground war in Asia. General MacArthur was a close observer of Asia and its people, and he knew whereof he spoke.

His wise advice was ignored. The reason or rationalization for the involvement doesn't matter now. There is no need to accuse any administration for starting the war. Both Democratic and Republican administrations have been involved. We *are* involved—50,000 of our fine young men have paid the ultimate price for that involvement—and the economic burden placed upon this nation will be felt for generations to come.

We have reaped a tragic harvest of death and destruction and upheaval to learn a very basic lesson. We cannot impose upon Oriental people our ideals, our concepts, and our culture.

The French tried and failed in Vietnam and they were there a lot longer than we were.



On June 5, 1969, Boatswain's Mate Lawrence F. Hurst of Raleigh presented to the governor a North Carolina flag which flew aboard the attack troop carrier of River Assault Squadron 13 in Vietnam from July, 1968, until April, 1969.

The nation of China is 5,000 years old. China and nearby nations that evolved from China have patiently watched powerful nations come and go. The United States has been involved in Vietnam since 1956, sixteen years. That's about a twelfth of our history as a nation—we're not even 200 years old yet. Sixteen years isn't even a flicker in the history of Asian civilizations. Yet here we are, in the name of some rationalization, trying to change the people of Vietnam from a way of life they have been leading for centuries. Whatever commitment of honor we may have had in Vietnam, we have honored it tenfold. We have gone the extra mile. We have gone an extra ten miles. It is time to admit we learned our lesson in this no-win war and leave these people to the internal struggles that are part and parcel of their history.

But we want our prisoners back. Our president has made the return of prisoners the priority item in the close of the Vietnam war now. When he announced the mining of North Vietnamese harbors, he made the return of prisoners the number one condition for the cessation of bombings and minings. The return of prisoners and all possible accounting for men listed as missing in action should be a high priority concern in this nation. We aim to do our share here in North Carolina to give it that priority among our people. The return of prisoners and an accounting for men missing in action should be a matter of national honor.

All the sympathy in the world and all the rationalization of all of our leaders cannot bring back one dead son or husband or father. These men died in a foreign land fighting for something many of them did not understand, but they had confidence in the leaders of their nation. Medals and words of praise are not an adequate substitute for a loved one. They are not a substitute at all. There is no substitute. We cannot bring back the dead. They live today only in the hearts and memories of loved ones and friends.

But we can bring back our prisoners. I am confident that the overwhelming majority of our people want our prisoners returned, and our national leadership should apply the full resources of this great country to get them back. The prisoner problem is no longer just a military problem. It is a test of confidence in American leadership, civilian and military.

American citizens will follow the law as long as they have confidence in the law. American soldiers will follow their leaders as long as they have confidence in them. The most basic element of a soldier's trust is the confidence that if he is taken prisoner

his leaders will make every effort humanly possible to free him. The way in which we resolve our prisoner of war situation in this war will affect the future of our nation.

We have sent men to their death and some to enemy imprisonment in an unnecessary war. They had enough confidence in us to obey the orders that sent them there. We must not betray them now.

There is another side to the POW/MIA story—the family side. It is for that reason we are here today. The mothers, the fathers, the wives, the children, and other loved ones of our prisoners of war and those missing in action have served our nation far beyond the call of duty. They are serving still. Sometimes I think theirs is the hardest duty of all—the long days and months of



North Carolina POW/MIA families gathered in Raleigh for a dinner in their honor June 15, 1972. To the right of the governor are General John A. Lang, Jr., secretary of the Department of Military and Veterans Affairs; Adjutant General Ferd L. Davis; and Mr. Robert Harper, chairman of the Governor's Committee of Concern. Second from left in the photograph is Mrs. Hazel Gaddis, chairman of the North Carolina Chapter, National League of Families POW/MIA's.

sadness and uncertainty—not knowing how the son or husband or father is being treated if he is a prisoner—and if he is listed as missing, not knowing whether he is even alive.

Some of them have been casualties in this war too. They have been the victims of unbalanced individuals and hypocritical groups who have conducted hate and harassment campaigns against them. These actions were conducted by so-called enlightened activists. Their actions instead relegated them to the dark ages, because there was no intelligent reasoning involved, only demented and twisted hate.

Three weeks ago a twenty-two-year-old man went into a shopping center at Raleigh and very deliberately shot people down. Twelve people were involved in that incident. Four of them died, including the killer who had served a short prison term for knifing another man in a fit of rage. A newspaper printed an excerpt from a prison report on this man in which the interviewer noted the subject was filled with hate and might go off the deep end in the event of emotional turmoil. A civil liberties group protested that the news media had no right to delve into the private life of this man who had murdered three persons and wounded eight before taking his own life. The group was very protective of the rights of a man who by his utter disregard for the rights of others had forfeited any and all rights to anything.

I do not recall any cry of protest being raised when some of the families of prisoners of war and men missing in action were being threatened and harassed. I do not recall any rights group stepping forward or speaking out to protect the rights of these families. Yet these families have sent their sons and husbands and fathers to serve this nation. Some families were not even as fortunate as these here today, who still have hope to live with. Some families have only memories of their loved ones to last them forever. They were victimized too. Some POW/MIA families are not represented here today. They prefer anonymity because they fear harassment.

What has happened to our national sense of values when we have a rights group speaking out for the rights of a criminal but remaining silent when the rights of those whose loved ones serve our nation in the military are invaded and violated at will?

Some of our families have not been touched by this hate. They live in communities where their children grew up and where everybody knows them and wants to help them. Or young wives with children live in communities with other young people who

understand the emptiness of life when a husband is missing or held prisoner, who know the constant loneliness and fear she endures.

All families have problems, but the problems are multiplied when the husband and father is separated from his wife and children by war. Some young wives do not know how to cope with many of these problems, and they do not know where to turn for help. Some parents do not know where to turn for information concerning their sons. There has not been a consistent and continuous flow of information to these families. Some of them feel isolated and forgotten.

We have the resources, the know-how and multitudes of willing hands to overcome this problem. Let's use them.

We have POW/MIA families scattered across North Carolina. We also have National Guard units across the state. In areas which pose a logistics problem and which our military base casualty officers cannot effectively serve, I would like to see National Guard officers assigned to each family. These officers would call on their assigned families not less than once a month to inquire if there are any problems we might help solve or questions we might help answer. If an officer does not know the answer or where to find the answer, he has a direct channel to Secretary Lang's[204] office. Secretary Lang has the resources to find the answer or get the action.

In those areas near military bases served by casualty officers or personal service officers, I would encourage more contact with the families. I think the officer should see each family he is responsible for at least once a month. The contact should be in person, at the family's home, if possible. However, if he has to go elsewhere to see the family members and chat with them, I think that is appropriate.

Should the success of a program demand that the casualty officer devote his full time to looking after the interests of families in

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[204] John Albert Lang, Jr. (1910-), government official and educator, native of Carthage; A.B., A.M., University of North Carolina, Chapel Hill, postgraduate work, Mercer; former teacher; various government positions; longtime military career, beginning as private in Air Corps in 1942 and being promoted in 1967 to rank of major general; on loan from position as vice-president for external affairs of East Carolina University to serve as North Carolina's first secretary of defense; appointed to secretaryship on March 8, 1972. *Who's Who in America, 1972-1973*, II, 1817; *News and Observer*, April 30, 1972; news release of Governor Scott, March 8, 1972.

his charge, I strongly suggest to the appropriate commanding officers that he be relieved of all other responsibilities.

I realize what this is asking, because I am aware of the heavy load of responsibilities the officers of any base carry. But this is a time like no other in our history. We have a war winding down and a cessation of hostilities dependent in part upon the return of American prisoners and upon an accounting for those men listed as missing in action. We must assure these families that we do care about them and their loved ones and that we will stand with them in the crucial months ahead.

I call upon the civic clubs in our state to join in this effort. Civic clubs can adopt POW/MIA families and plan continuing projects around them. One project might be a homecoming celebration when a prisoner returns. I'm sure there will be no shortage of ideas for involvement. I call upon professional organizations, business and social organizations, and youth groups to add their efforts to this program of concern. We want to show in a very definite way that the people of North Carolina are concerned about these families whose men are away from them.

It really doesn't matter how you feel about the war in Vietnam. We are talking now about showing concern for our own citizens and friends and loved ones who were caught up in the war. We are talking about how to help these men merge back into the mainstream of life in North Carolina when they return to us. Those who will be leaving military service when they come back will need a job. One way of helping will be something similar to the job fair being held at Camp Lejeune July 19. Employers from the eastern seaboard will be at Camp Lejeune seeking veterans as employees, offering them jobs to fit the skills they learned in service. I strongly endorse this job fair, both in concept and purpose. It tells our young men we are as interested in their services for building the nation as defending it.

Our gathering here today is merely a start in our program of concern for our POW/MIA's and their families. We have not scratched the surface in naming the things that ought to be done, because there is so much. But it is a start, and I think it is most appropriate that we should make this start just before we observe Father's Day. I think we could pay no more fitting tribute to these men than that we in North Carolina resolve today that their families shall be remembered through acts of kindness and concern.

Today I am naming a committee to conduct our state's program of concern. I challenge this committee to create and carry out a program that will prove to the POW/MIA families in our midst that we are concerned and we care. I have already suggested several ideas. I know members of the committee will have many many more, and I want them to use as many of them as possible.

[At this point, the governor named his appointees.]

. . . . . .

I point out that the members of this committee serve voluntarily and without compensation of any kind except their own personal satisfaction—and the gratitude of the families we honor today. These are North Carolinians serving other North Carolinians. When there is a need, we always find a way in North Carolina. It makes me very proud to be a Tar Heel.

We plan to start moving fast with this program. To give you an idea of how fast, Mr. Carl Bogle[205] over here leaves after this luncheon for London, England, where he is to attend the Third World Congress on Outdoor Advertising. He will show delegates to that congress the poster being used as part of our program of concern across the state.

I express our appreciation to Mr. Bogle and to the firm of Lamar Dean for their positive contribution to this program of concern on behalf of our POW/MIA's. I also express appreciation to the veterans organizations in our state, and to members of the National Guard and National Guard Association for funding this luncheon.

We have already planted a tree in honor of our POW/MIA's. The beautiful Japanese red maple was planted March 31 on the grounds of the Archives and History-State Library Building in sight of the Executive Mansion. It is a living memorial to these men—and to their families—a memorial that will remind many generations of free Americans that sacrifice is still the price of freedom.

To our families, I say this. We truly care about you and your loved ones. We want to help where we can. We would like your suggestions and your ideas on how we may help more. Until we

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[205] Thomas C. Bogle (1922-), from Raleigh, native of Winston-Salem; educated, R. J. Reynolds High School; World War II veteran; with Lamar Dean Advertising Company for past ten years, becoming executive vice-president in 1971. Information furnished by Lamar Dean Outdoor Advertising Company, October 25, 1972.

get our program moving smoothly, write to me if you have questions you cannot get answered.

We are pleased to have you as our guests today. You honor us with your presence.

THE INSTITUTE FOR UNDERGRADUATE CURRICULAR REFORM

Cullowhee, June 18, 1972

At a banquet held at Western Carolina University, the Institute for Undergraduate Curricular Reform was inaugurated; on this occasion Governor Scott was the speaker. He referred to the fact that the state was undergoing a period of transition, with both state government and the system of state-supported higher education being reorganized. Beginning July 1 all of the public senior institutions would operate under a Board of Governors with Dr. William C. Friday as president of the new system. The new board was under a legislative directive to maintain close liaison with private institutions of higher learning. Restructuring was, Governor Scott said, both "a political and economic necessity." He expressed the opinion that conceivably there could be change only in the top administrative level with none in the classroom.

The basic fact that colleges existed to serve students was not to be overlooked. For this reason—to serve students and to improve their learning experience—the Center for Continuing Renewal of Higher Education was established. The center's first project was the Institute for Undergraduate Curricular Reform, which was being launched at Western Carolina. Within three years senior institutions of higher learning would be involved in examining procedures for change.

Governor Scott said that the institute program would work "more from the viewpoint of students and professors than from the viewpoint of top administration. It is an exciting venture." The Institute for Undergraduate Curricular Reform was called "a model for a democratic society to follow in attacking a major problem." Funds for the institute came from several segments of society: the state; the federal government, through the National Endowment for the Humanities; participating institutions; and private sources including the Z. Smith Reynolds Foundation, the Mary Reynolds Babcock Foundation, and the Smith

Richardson Foundation. Governor Scott expressed his appreciation to the contributors.

The Center for Continuing Renewal of Higher Education had helped publicize work of the North Carolina Educational Computing Service. North Carolina had, thanks to several grants and some state funds, what was potentially a very sophisticated computer network for its educational system. Another series of grants had helped the Educational Computing Service collect a large storehouse of computer programs to augment classroom instruction.

The center had also helped publicize the work of the North Carolina Internship Office. The state's program of student internship had been publicized by two federal publications which called North Carolina the national leader in this field. Scott said he was calling on the Budget Division of the Department of Administration to ask state agencies to use modest amounts of unexpended funds to establish short-term internships for college students. He believed in the value of work experience for students.

North Carolina had not, the governor said, lost confidence in its colleges and universities. State support to post-secondary education had risen by 68 percent in the preceding four years, and Governor Scott urged a renewal of "commitment to service as the surest means of retaining that confidence."

The work of Dr. John M. Bevan,[206] which led to the proposal for the Institute for Undergraduate Curricular Reform, was recognized by Governor Scott. An honorarium of $1,500 was handed to him by the governor.

NORTH CAROLINA COUNCIL ON STATE GOALS AND POLICY

Raleigh, June 22, 1972

Addressing the North Carolina Council on State Goals and Policy on the topic, "A New Role for State Government in the 1970s," Governor Scott announced that arrangement had been made for a series of five regional meetings to be held in July and

[206] John Morgan Bevan (1924-), college administrator from Davidson, native of Pennsylvania; A.B., B.D., Ph.D., Duke; on faculty of several colleges and universities; administrator at Davidson since 1970. *Who's Who in America, 1972-1973*, I, 251.

August. These would "provide a forum for public reaction to ideas and proposals relating to our economic, health, learning, and physical environment." In addition to discussing ways in which the council could relate to citizens, Scott called for focus on ways in which the council could have an impact on state government.

The governor discussed the role of the state, saying that many observers of federalism were beginning to look on state government as a source of new vitality. Further concentration of political and economic power in Washington would not result in a meaningful solution to problems. Governor Scott said that while there was widespread belief that the new state role was vital to the preservation of federalism, there was little understanding of what that role should be. The basic theme of the role of state government during the 1970s would be "greater responsibility for well-being of all of its citizens." The cresting of urbanization, particularly in the Southeast, carried with it a set of new problems and concerns and raised difficult questions about the future of rural areas.

What were some of the basic forces changing the environment which compelled a new state role? The national economy was likely to race ahead, and the distribution of personal income favored upper income groups. Unemployment was high; the international market was unsettled. Progress in area development depended on positive action by the state rather than upon the growth of the national economy.

Scott discussed revenue-sharing concepts, which were based on the new federalism theme; initially revenue-sharing would shift the burden of public spending largely to the state. There was also a growing need for a national growth policy, a need interpreted by a series of state-federal regional commissions. The concepts were not the problem; the difficulty lay with states which were unable to undertake a broader role in decision-making. There was no overall framework for allocating funds equitably across the state; and there was the problem of dependence of local government on the state for a large share of its revenue needs. The nation was beginning to realize that a person could not be denied a basic public service or minimum level of support because of the location of his home. A related idea was emerging from the courts. A California decision of August, 1971, ruled on the constitutionality of local property tax for financing public schools. Similar rulings had been made in several other states, resulting in the

concept that fundamental public services had to be provided on an equitable basis for all citizens, according to user needs. Scott said the implications were far-reaching: The heart of both the local tax revenue system of financing and the state's role in providing local services would be affected. There were enormous disparities in local public services among counties and communities and also in access to these services.

State governments were going to need to reconsider the nature of their contributions to local public services. The primary social force, Scott said, was a quest for greater citizen involvement in government decision-making. Decisions of politicians, bureaucrats, and planners no longer went unchallenged. Citizen involvement was not merely a local matter. Governor Scott said that state government bore a great responsibility for assisting citizens in communicating with the government most immediate to them.

The rise of environmental concerns had been well publicized. Environmental protection had been adopted as a fundamental responsibility of state government, and the mandate for a changing state role was obvious. Scott observed that during the preceding ten years, "as rural voices in state and federal government have diminished, the real problems of rural America have just come to light."

The tragedy was that state governments were likely to be forced into a series of ad hoc responses to the problems. Urban and rural problems, the environmental challenge, and the matter of better public services were matters which would be met on a piecemeal basis unless care was exercised. The governor noted that "a Band Aid response would soon become a grotesque distortion of what is really needed."

State government *had* to recognize the forces which were compelling it to move in a new direction, according to Governor Scott. State and local governments had to become responsive to the day-to-day concerns of the citizens, and responsiveness was the "one main theme that must underline a new role."

Scott referred to the United States Constitution, which guarantees each individual the rights and liberties of a free person; he said there was no like guarantee of the basic opportunities for a better way of life. Income gaps between classes of people had remained the same throughout the preceding thirty or forty years. Because guarantee of equality of opportunity was not written into the Constitution, though the federal courts had begun to broaden their interpretations, the main thrust for securing opportunities had to lie with state

government. Scott called for an examination of the whole context of state-local relationships. The Statewide Development Policy document was the first step toward establishing a strong component of the role of the state in the 1970s. The chief executive said that the Council on State Goals and Policy could "play the key role in pinpointing those areas of concern where state government should assume a more aggressive stance in responding to the needs of our citizens."

NORTH CAROLINA CHAPTER, SOIL CONSERVATION SOCIETY OF AMERICA

Raleigh, June 22, 1972

In speaking to the conservationists, the governor remarked that people were living on "the same crust of land that has sustained mankind down through the ages." The preceding few years had seen the word "conservation" take on a broader meaning; ecology had become a way of life. People were committed to the safeguarding of land, water, and air resources as well as to maintenance of the balance of nature. Scott noted that North Carolina was "zeroing-in on unplanned growth and unwise land use which is damaging, polluting, and depleting our land base and degrading the quality of our total environment." The General Assembly had adopted environmental control for North Carolina, including legislation on the subject of sedimentation. Under a directive from the 1971 General Assembly, the Legislative Research Commission was studying ways to prevent and abate water pollution by sedimentation and siltation. Sediment had formerly come primarily from agricultural lands; but the point had been reached that the greatest amount of sediment came from commercial and residential developments. Two 1971 bills empowered Forsyth County and its municipalities and Wake County and Raleigh to enact ordinances to regulate sediment erosion at the site of construction projects.

Preliminary studies to develop a statewide land-use policy were being made by the Department of Administration, and Scott said recommendations would be made to the 1973 General Assembly as a result of those studies. The land-use policy proposals would consider various objectives, including community service improvement, neighborhood development patterns, distribution of housing, community development and renewal, urban cluster control, open space and recreation, and conservation and preservation of natural resources. Scott observed that the decade of the 1970s might be the

crucial years for the development of North Carolina. The opportunity was there for planning so land would be available for present and future generations. Those in Scott's audience were urged to seize the opportunity, to "pursue prudent and well thought-out policies that will not only meet our food and fiber needs but also take into account the broader environmental aspects associated with the enjoyment of life." The governor closed by complimenting the Soil Conservation Society for its many achievements.

INITIAL MEETING OF THE HEADS OF DEPARTMENTS OF THE REORGANIZED STATE GOVERNMENT

Raleigh, June 26, 1972

[State government reorganization had become reality in the spring of 1972 when all secretarial positions had been filled. Governor Scott held his initial meeting with the secretaries of the several departments in the Highway Commission conference room. His remarks on that occasion are given below.]

The ability of government to meet the needs of its citizens through established services is being severely tested. While the strains on service efficiency have been more acute at the federal level, state and local services are also facing problems of runaway costs and failure to do the job expected of them.

To appreciate the seriousness of these problems, we need only recall what has happened to the old Post Office Department, to the soaring costs of medical and hospital services, to the obsolescence in our penal and correctional institutions, to the disillusionment of the public with the current status of welfare services, to the increasing frequency of taxpayer rejection of bond issues and higher taxes.

On the one hand, our citizens are demanding more and better services across the entire range of human needs; on the other hand, as taxpayers, they are fast approaching the limit of their ability or willingness to pay for the escalating costs of these desired services. We have reached the point where something has to give. New sources of revenue are drying up, and increasing the tax rates on existing sources encounters more and more resistance. What is the answer?

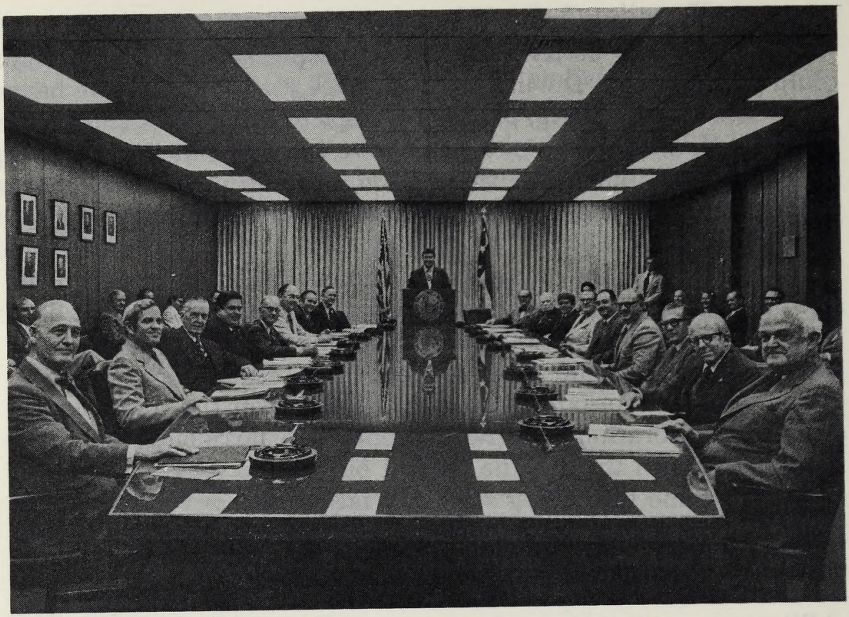
When I became governor, I realized that my administration should search for an answer. I realized that we should set a course

of action that would make it possible for North Carolina to provide the new and better services our people need at a cost they could afford to pay. During my first three years of office, we have taken some far-reaching, promising steps to bring costs and needs more nearly into line. I now believe we can see some light at the far end of the tunnel. For this reason, I would now like to share with you some of the thinking we have done and the programs we have undertaken.

In looking at the complex machinery of state government administration, I became convinced that we could get a great deal more service from our tax dollar if we could do two things: reorganize our services and improve the management of those services.

The need for reorganization was critical. Over the years, an archaic conglomeration of over 300 agencies, departments, and functions had grown up like the federal bureaucracy. Nearly half of these had come into being since my father was governor twenty years ago. I felt sure that recovery of the waste and inefficiency resulting from the accumulating drift would provide extra resources for additional services. I also believed that the improvement of our ability to manage our services was equally critical. We had done very little over the years to equip our managers to manage. We had somehow assumed that when we gave a man the title of manager, or supervisor, or division head, he would automatically pick up the leadership know-how he needed to become competent in his new role. This blind faith in emergent leadership might have been good enough in the past but in our times, it is no longer tenable. Business and industry cannot remain competitive without continuing programs to train and develop their managerial and supervisory personnel. Neither can North Carolina. Good management holds the key to getting our money's worth in state government, as well as in the marketplace.

I am pleased to remind you that planned action is going forward in both of these critical improvement areas. As you know, we are reorganizing the executive branch of state government in accordance with the Reorganization Act passed by the 1971 General Assembly. Also, we have initiated and are well along on a comprehensive management development program to improve the know-how of our managers and supervisors. I would like to point out to you that these two programs are mutually supporting in their upgrading effect on our services. If we are to expect the best efforts from our employees, their activities must not only be well managed, but the organizational structure within their departments must provide the kind



The first meeting of the Governor's Cabinet was held August 28, 1972. Present at this meeting were, left to right, Sam Ragan, Irvin Aldridge, Dr. Lenox Baker, Charles Bradshaw, Edwin Lanier, James A. Graham, A. Craig Phillips, Henry Bridges, Governor Scott, Thad Eure, Edwin Gill, Robert Morgan, Frank Crane, William L. Turner, G. Andrew Jones, Fred Mills, George Randall, and John A. Lang.

of support, from top to bottom, that will encourage them to do their best and most creative work.

Government services have now been reorganized into seventeen new departments. The implementation of this first stage of reorganization represents a giant step toward fashioning a governmental structure that is more in tune with the needs of North Carolinians in the future.

In addition, the administrative structure for higher education has been changed, which will provide better coordination of effort; reduce duplication of programs; and hold down the skyrocketing costs of higher education, which accounts for 12.6 percent of our General Fund biennial budget.

Reorganization represents an opportunity to achieve significant short-run savings by consolidation of supporting services such as personnel, budgeting, purchasing, printing, and contractual arrangements. However, we must look beyond the short haul and concentrate on the capacity of government to meet the ever ex-

panding and changing needs of its citizens. This involves research to identify the needs which are most critical, the development of alternative ways of meeting those needs, and the analysis of alternatives with respect to their costs and benefits, so that programs can be continually modified and improved.

We must, as I have said before, keep in mind that organization provides the setting and the structure in which employees do their work. As the nature of work changes and employees become more competent and specialized in the kind of work they do, the organization must be flexible enough to move with them, so as not to become a drag on their productivity.

Now let us look for a moment at the companion of reorganization, namely improved management. I shared with my predecessor, Governor Dan Moore, the conviction that North Carolina needed a program of manpower development—one that would help managers and employees do better the things they were already doing and, at the same time, ensure an adequate supply of managers, supervisors, and trained personnel to meet the demands for continually expanding governmental services.

The management development program which we have progressively adopted is very likely a unique one so far as governmental jurisdictions are concerned. Its basic purpose is to improve the efficiency and effectiveness of state government; its basic premise is that increased efficiency is most readily attained by giving our career employees the opportunities to improve their capabilities to do their present jobs as well as to prepare for future advancement. It further recognizes that the work climate needed to create these values has to be managed into the organization.

Therefore, as our program has gained momentum we have emphasized the key role of the first-line supervisor and given high priority to equipping him with the leadership skills he needs to help his employees do their best work. We have further recognized that the immediate supervisor must have the full support and understanding of the management above him in state government if he is to be successful in maintaining a growth climate for his work team. For this reason, our program is comprehensive in its scope and line-centered in its administration. It begins at the top of state government with the governor and his top administrators and is directed down through the chain of command.

I can best describe this process by telling you first about the four types of seminars we have been using to introduce management development principles to all levels of the state's management

structure. These seminars have now been made available to over 1,600 of our managers, supervisors, and employees.

After the governor and the agency heads had examined and approved the overall program design, top management seminars were provided for administrators above the supervisory level. These seminars were designed to help top management establish a climate in which their supervisors could improve their leadership skills. They gave our managers a chance to reexamine their management philosophy, their leadership concepts, as well as their personnel policies and programs, and to identify the improvements needed to make these programs consistent with a developmental work climate. About 200 managers have had this training.

A second series of seminars dealing with supervisory leadership has been made available to first line supervisors. As I have mentioned previously, we have emphasized the key role of the immediate supervisor as a work group leader in establishing the growth climate in which his employees can improve their work performance and develop their unused potential. Nearly 1,100 supervisors have attended the seminars and follow-up workshops in this particular series.

Within the past year, workshops at a third level have been added for those employees whose supervisors have previously participated in the supervisory leadership seminars. This series has been designed to make our employees more responsive to good work team leadership and to help them understand themselves developmentally, so that they can become more effective in all of their work relationships. Over 300 employees have now received this training.

Recently, we have begun the training of central and departmental staff personnel to equip them as training specialists who can assist line department managers within their own organizations to set up the kinds of on-the-job training activities needed to ensure that newly learned skills are put into practice. Equally important, they will assist supervisors in recognizing their employee needs for training and development. Already, within several of our departments, specific training programs are in progress with promising results.

The training pattern which I have just outlined provides for the introduction of the same management development principles to top administrators, first-line supervisors, employees, and staff support personnel. By means of this comprehensive approach, we are in a position in the Governor's Office to carry the program down through the management structure and make sure that the new know-how we have given our supervisors is internalized and built into im-

proved do-how at the employee work place. Thus, the program is not something superimposed from the outside as a temporary remedy that ends when management turns its back. On the contrary, it permits the major thrust of training to take place through first-line supervisors back on the job after the seminars and workshops have been attended. There, in the context of their day-to-day work situations, our people try out what they have been taught and translate it into improved job performance.

The bridging between what has been learned away from the job and improved performance back on the job is a unique feature of our program. It provides a sound basis for improving service and reducing costs; it permits the manager to make happen what he needs to make happen down through his organization; and it adds the critical dimension of good implementation and follow-up to good planning and organizing. Good management planning and organizing come to naught if these best laid plans are not well executed at the employee level.

I am particularly enthusiastic about this nail-clinching dimension of our development program, and I emphasize it now because this feature is below the surface within the various agencies. Since the improvements achieved at this level are not immediately apparent to people on the outside, the importance of their contribution to our overall goals might be missed.

While our initial emphasis, during the past three years, has been on improving the performance of our present managers and supervisors, we have also made a start on employee development. This part of the program will lay the groundwork for the early identification of promising talent among our employees, so that their work programs can become the basis for their accelerated development. We need to get a greater number of future managers and specialists ready on time to meet the state's managerial replacement needs in the future. More and more, we are going to expect that our high potential employees will be looked over for better jobs and promotions and not be overlooked. Promotion from within will gradually become established on a sounder and sounder basis in state government. This accomplishment, perhaps more than anything else, can give our employees the security and real job challenge that comes from a job well done and the assurance that management knows about it.

The feedback from participants in the program at all levels has been encouraging. In looking back over the past three years, it is clear that progress has been made. Reactions from state employees

and officials at all levels have been almost universally favorable. This, of course, is to be expected, for the very existence of the program itself speaks of North Carolina's concern for its employees. In the process, we have developed an appreciation of our state government as a good place to work; and seminar participants, working together for a few days with fellow state employees from other agencies, have come away with a deeper appreciation of the magnitude of state government and the variety of services it provides.

One participant in his written evaluation to his supervisor put it this way, "This being a state-wide school, I was exposed to similar problems from a lot of other State departments. Until this school, I had no idea of lateral problems in other State agencies."

A participant in another seminar (a supervisor) made this evaluation which sums it up as well as anyone could:

> Some of the things discussed I have attempted to accomplish on a small scale—not knowing whether I was on the right track or not; now I realize that I was. I have also learned of many areas that I can work on that I did not know of before. I made mistakes in the past and now I have a better idea of how not to do the same again. I feel that any person that supervises people, no matter how few, can benefit from attending this seminar. . . . While we will be unable to determine from a financial standpoint how much good will be accomplished as a result of this program, there is no doubt in my mind that it is well worth the cost and effort involved.

It is indeed true that evaluation of a program such as this from a financial standpoint is not easy, but we have persuaded 1,600 key managerial and professional employees that they can do a better job than they are doing now if the state continues to help them grow and develop. The evidence of this is found in the readiness of organizational units to try out in the work situation some of the ideas proposed in the seminars; and their efforts, with central staff support, at plowing this know-how back into their day-to-day operations is already paying off in improved performance, better communication, higher morale, and greater concern for improving governmental services.

By the end of my administration, I want to see a number of tangible results. The groundwork has now been laid. Our top and middle managers are now in a position to make important improvements in a number of our personnel management systems and programs. The following nine examples will show you what I mean:

1. We are about ready to set up a personnel inventory program

to determine current and future manpower requirements.

2. We are ready to improve our program for finding and getting young college graduates into state government. The developmental climate we are creating is highly attractive to graduates of high potential.

3. We have learned how to get our new employees off to a good start. A next step would be to set up more effective programs for orientation and induction of new employees.

4. Many of our supervisors are ready to put into practice new leadership skills that will generate more positive work team relationships.

5. We can now become much more specific in identifying the developmental needs of our employees and in providing appropriate training to meet those needs.

6. Our supervisors are ready to accept a simple, workable procedure for evaluating employee performance and identifying promotable potential.

7. We are now in a position to use to greater advantage the resources of our schools and colleges to meet the educational needs of our employees on an in-service basis. With rapidly changing technology in all of our services, the intelligent use of our instructional resources becomes increasingly important.

8. We are not far from the time when we can have a program for top management review of employees who have demonstrated outstanding performance and exceptional potential. Such a program will provide a much needed base for administering the selection, training, utilization, and promotion of personnel on a merit basis.

9. Now that we have effected our reorganization of government services at the top levels of government, we are in a position to improve organizational relationships down through the various departments to make the management structure support the abilities of growing people.

Stated in another way, we can expect, as the management climate of state government improves, to reduce substantially the five most important causes of poor work performance and waste of employee potential:

1. We can reduce traditional underutilization of people, with its consequent waste of time, emphasis on routine skills, and block to creative work.

2. We can relieve chronic frustration that saps the energy and initiative of even the best employees and kills their ability to work at their highest skills.

3. We can prevent creeping obsolescence that worries our older employees and robs them of job security and opportunity.

4. We can raise low, marginal performance standards that take the challenge and motivation out of work and make a virtue of mediocrity.

5. We can change rigid organization structures that force a man to imprison himself in jobs that are too restrictive and prevent his reaching for jobs that are more responsible, more rewarding, and more satisfying.

I am confident that my administration has taken the right course of action—both in our reorganization and in our management development program—to accomplish a major breakthrough in the goal we have set for ourselves—to improve government services to meet the needs of the future and to keep the costs commensurate with our people's ability to pay for those services.

Tomorrow can be a bright new day in state government, and I am proud and happy that our state has been a pioneer state in pointing the way.

OBSERVANCE OF TWENTY-FIFTH ANNIVERSARY OF JOHN UMSTEAD HOSPITAL

Butner, July 17, 1972

The governor began by congratulating the patients, personnel, and friends of Umstead Hospital on the occasion of the institution's twenty-fifth anniversary. He referred to the contributions made by John W. Umstead, "a gentle and unassuming man," who started and established the hospital. The mental health program was, according to Governor Scott "his life." Through his efforts care took the place of incarceration, and cure became the key word rather than care.

Umstead Hospital dated from World War II when Camp Butner was located on the property. This large infantry training base was, after the war, no longer needed by the United States government; buildings began to deteriorate, and the property was of little use. The state of North Carolina purchased the Butner properties and, among the buildings, was the general hospital. This structure served as a nucleus of the John Umstead Hospital. The first fifty patients arrived from Camp Sutton Mental Hospital at Monroe, an institution which was being vacated by the state. By 1950 the new John

Umstead Hospital was accommodating nearly 2,000 overflow patients from other institutions in North Carolina; that year, it opened its own admissions center. Umstead Hospital underwent a continuing process of renovation and additions from then on. The General Fund operating budget for the hospital in 1945-1946 was $275,000; for 1972-1973 the total was $8.3 million. The staff grew from 107 in 1945-1946 to 994 in 1972-1973.

A record number of persons had been served during the preceding four years in the four state hospitals: Umstead, Cherry, Dix, and Broughton. It appeared that the number was leveling off, and there was growing acceptance of the idea of using mental hospitals for short-term intensive care. Many potential patients were finding community mental health services more widely available to them, a trend which was in keeping with the emphasis on the value of the mental health center. Sixty such community clinics served more than 63,000 patients during the preceding fiscal year.

Scott said the state of North Carolina owed a debt of gratitude to professional people in mental health; but much was also owed to concerned and interested lay people, and he urged continued support of the mental institutions.

STATEWIDE SERIES OF GOVERNOR'S REGIONAL CONFERENCES

Hendersonville, July 24, 1972

[The Hendersonville meeting was the first of five regional meetings held throughout North Carolina whereby an opportunity was afforded those in attendance to talk with the Council on State Goals and Policy. Planning was the theme of the five meetings.]

I would like to take this opportunity to welcome each of you to this meeting today. This is one in a series of five regional meetings being held across the state to get a closer interaction between state and local government and the citizen. Let me acknowledge the assistance of numerous local and regional organizations in making arrangements for this conference. Your enthusiastic assistance is a perfect example of how effectively the local-state partnership can work.

This meeting has been structured around two broad objectives. One objective is to share with you some of the results of state planning activities that are under way or coming to fruition at this time.

The second and most important objective is to provide an opportunity for you to talk with your Council on State Goals and Policy.

The North Carolina Council on State Goals and Policy was established, at my request, by the 1971 General Assembly. The council was chosen to provide our state with a vision of what our future can be within the next ten, twenty-five, or fifty years.

Specifically, the General Assembly outlined the following functions of the council:

1. To express the needs and aspirations of North Carolina citizens in the form of specific long-range and short-range goals;
2. To identify and inform the citizens about the main issues facing them and their government; and
3. To recommend policies to deal with these issues in order to provide an improved quality of life for all citizens of the state.

The council is a permanent state body. Its concern is for state goals and policy within the context of the national society. By virtue of its continuing status, the council will have a time frame that goes well beyond the usual one- and two-year orientation of the typical agency budget cycle. Because the council is charged with the task of representing citizen values, hopes, and opinions in state government, it recognizes the need for early citizen involvement in its discussions. It is for this purpose that we have arranged these meetings.

Today, with the background already at hand, the dimensions of several issues facing our state are evident. We must face these issues squarely and set priorities on those things that must be done immediately.

The one overriding concern that must permeate all discussions about goals is the concern for equal opportunity and justice for all our citizens. This concern must be uppermost in our thoughts whether we are talking of economic goals, health goals, learning goals, or environmental goals. If we are to meet these issues effectively, then we must be more deliberate in planning and coordinating the activities of all levels of government. We must take a more active role in determining our future, rather than having our future determined by the random and uncoordinated activities of various governmental agencies.

The expenditure of public funds can and will have an effect on where development takes place. We have recently given wide distribution to a document setting forth a Statewide Development Policy. This document is a first effort to establish a framework for dealing, not only with the question of what type development we want,

but also with the question of where that development might occur.

Everyone is aware of the modern day trend toward urban living. It is also well known that mass movement of people into the large urban areas of the nation has led to major social and economic upheaval as well as a life-style that is generally considered less than desirable.

The trend toward urban living is occurring in North Carolina and will continue. We may still have time to shape our urban life if we will just recognize our potentials and have the nerve to make some hard decisions.

We have a large number of small to medium size urban clusters that have demonstrated an ability to provide job opportunities to more and more people. These scattered urban centers provide an excellent base for maintaining a more dispersed population and yet providing the types of urban services that people have come to expect and demand. It is my conviction that we must strengthen and build upon these urban centers to achieve a balance between where people live, where jobs are available, and where an acceptable level of public services is available to everyone. This does not mean that we ignore our larger urban areas. The time has come for us to give closer attention to the quality of development within all of North Carolina—the larger urban areas as well as the smaller.

The Statewide Development Policy has been given wide distribution to local and regional officials. We want your reaction and comments to help as we refine and extend this concept of a statewide framework for decisions by local, state, and federal agencies. The policy document sets forth a concept for unified decision-making where all levels of government join hands to move toward common goals. The regional planning and development organizations provide a strong link in this unified approach to government decision-making.

We initiated the system of seventeen uniform multicounty regions just over two years ago. One of the most satisfying accomplishments during my administration has been the speed with which local governments have seized the initiative and organized a regional organization in each of the seventeen regions.

A major goal of my administration has been to strengthen and expand the ability of local government to meet the needs of our citizens. The regional organizations are playing a key role in this effort to fill any gaps that might exist in local services.

We have talked a great deal about planning. I think it is important to keep in mind that the basic purpose of any planning effort

is to prepare a better future for North Carolina. To do this we need to anticipate what is going to happen in the future. We need to anticipate problems before they happen and design policies to head off those problems before they are upon us. Planning is a continuous process. The job is never done. The citizen must be involved all along the way. We cannot plan for people, as too many governmental bureaucrats are prone to do. We must plan with people, so that their ideas and wishes become an integral part of the total process. In this way we can assure that public and private planning go hand in hand. I would like briefly to indicate where we stand in our overall planning activities.

The statewide development goal has been developed as a framework for further planning and policy development.

The Council on State Goals and Policy is attempting to establish a set of realistic goals to guide our efforts. We have prepared a planning data base and the analytical procedures to sense the future conditions that may face us and to analyze the probable impact of alternative policies that could lead us to our goal of a better life for all North Carolinians.

The council will be making specific policy recommendations in its first annual report in November of this year. These recommendations will relate to several areas of major state concern. Some of these concerns relating to our economic, health, learning, and environmental situations will be discussed in rather broad terms later today. I am convinced that we have established a workable planning mechanism that will allow greater public participation in state and local government than has ever before been possible.

Now to say a few words about what we hope to accomplish here today. The presentations this morning will highlight the major issues—present and future—facing the citizens of North Carolina. We will first discuss some general information about trends of key indicators of the current situation in North Carolina. Then we will focus a more detailed discussion on four general topics. These general topics are: the economic situation, the learning or educational situation; the health care situation, and the environmental situation. We will present selected details of activities and programs currently under way to meet these issues.

I would like to emphasize that we are not going to stand up here and talk to you all day. We have built in lots of time for you to talk to us after we present these ideas.

This afternoon we will divide into separate workshop groups according to multicounty regions. During the meetings this afternoon,

various staff members will be with each group and will be available to answer your questions and provide assistance in feeding your comments and suggestions back to the council.

In these work groups we want your candid reaction to the ideas we have presented. Have we identified the major issues? Are there others? What are your reactions to the approach we are taking? Are the problems of your region different from those we have identified for the state as a whole? Do you have suggestions for alternative policies and approaches? What suggestions do you have that will help us develop a mechanism for citizen involvement in our planning on a continuous basis?

We intend to set the stage for planning with people, rather than planning for people.

STATE HIGHER EDUCATION EXECUTIVE OFFICERS

St. Louis, Missouri, August 1, 1972

[The subject of Governor Scott's address to the nineteenth annual meeting of State Higher Education Executive Officers was "The Reorganization of Higher Education in North Carolina." Governor Scott later discussed the same topic when he presented a report during the Committee Report on Executive Management at the Southern Governors' Conference on September 6, 1972, at Hilton Head, South Carolina. At the Hilton Head meeting he also discussed the Center for the Continuing Renewal of Higher Education and its first project, the Institute for Undergraduate Curricular Reform. (For additional information on the center and the institute, see summary of his address made at Western Carolina University on June 18, 1972, when the institute was inaugurated.)

Governor Scott had, on June 16, delivered extemporaneous remarks when the old Board of Higher Education held its final meeting. He expressed appreciation on that occasion to various members of the board and to the staff and had discussed briefly the accomplishments of the board. At that time he said, "The board has served the state well and has brought national attention to North Carolina for the direction it has given to higher education, both in this state and throughout the country." He continued by discussing the fact that as chairman of the board he had seen the need for an overhaul in the administrative mechanism of higher education in North Carolina. He predicted that the establishment of the Center for Continuing Renewal of Higher Education and the consolidation of the system of higher education into one unified system would be the "hallmark of my administration." Governor Scott felt that those actions would be considered his biggest single contribution as governor. The reorganization of the executive branch of state government, the establishment of the Council on State Goals and Policy, plus the two achievements in the field of higher education, were all related to the long-range future

of North Carolina. The governor expressed appreciation to those who had helped him in the areas of higher education.

On August 1, in the following speech, Scott reviewed the history of developments in higher education in North Carolina.]

I have entitled my talk "The Reorganization of Higher Education in North Carolina" but could just as easily have called it "The Higher Education of Bob Scott." Because, believe me, it was an education.

All of you are aware that North Carolina has recently gone through a civil war in higher education. This afternoon I want to tell you something about that war, about the causes of it and about the results, insofar as they now can be discerned.

First, let me describe for you the situation as it was when I became governor in January, 1969. We had sixteen state-owned senior institutions of higher education. The community colleges and technical institutes were, as they still are, part of a separate system and under the control of the State Board of Education.

Four of the sixteen senior institutions were a part of the University of North Carolina. These four were Chapel Hill, North Carolina State University in Raleigh, the university in Greensboro, and a relatively new, burgeoning institution in Charlotte.

Eleven of the senior institutions were former teachers colleges, five of them predominantly black and six predominantly white. The remaining institution was the North Carolina School of the Arts, a special-purpose institution providing professional training in the performing arts.

Over on the side, "on the library shelf" as it were, was the Board of Higher Education. It was an agency that Governor Luther Hodges had created fifteen years before, and it had had a very uncertain existence. Every legislature had considered abolishing it and nearly every legislature had chipped away its powers. When I became governor it had no real budgetary authority and, while it was required to approve new degree programs, experience had shown time and again that whenever an institution was turned down by the board, it could get what it wanted from the legislature. This, then, was the situation at the beginning of my term.

The legislature of 1969 made three significant changes:

It added two new campuses to the University of North Carolina, one in the east and one in the west, bringing the total number of campuses within the university to six and greatly increasing the political strength of the university.

It gave the title of "university" to six additional institutions, with the result that fifteen of our sixteen senior institutions were all called universities. The only exception was the School of the Arts.

And the 1969 legislature gave all fifteen of the universities the same definition of function that the university at Chapel Hill had had through the years. All of them were authorized to offer professional training, graduate work through the doctoral degree, conduct basic research, etc. Institutions desiring to offer a new degree program were still required to get the approval of the Board of Higher Education but, as I said, experience had shown that the board was unable to stop institutions from getting what they really wanted.

You can understand why Alden Dunham, in his book *Colleges of the Forgotten Americans*, said that the situation in North Carolina would "make an excellent book for a musical comedy—Gilbert and Sullivan," he said "could have done a beautiful job with a plot so thoroughly entangled...."[207]

The legislators themselves realized how ridiculous the situation had become. I remember one senator coming out of the Senate chamber just after voting to give university status to six more institutions and saying "Well, we loaded the wagon down. I just hope we've loaded it so heavy that it will break." Despite the impotence of the Board of Higher Education, it had the respect of the legislators in 1969. This respect was attributable, I think, to two things.

First, it had carefully developed its research capacity so that it knew the facts about higher education. It knew more about the institutions than the institutions knew about themselves. Whenever a legislator asked a question, the Board of Higher Education was ready with a hard, factual answer.

Second, the board had just published in the preceding fall a long-range plan for higher education, the product of two years of hard work. This document gave the board's members and staff a carefully thought-out position on every major question that came before the legislature—student aid, assistance for private colleges, the development of the black institutions. The long-range plan concluded with a chapter pleading for basic reorganization of higher education in the state.

In the early summer of 1969, just before the legislature adjourned, I made a decision which may prove to have been the most

[207] E. Alden Dunham, *Colleges of the Forgotten Americans: A Profile of State Colleges and Regional Universities* (New York: McGraw-Hill Book Company, 1969), 62.

farsighted decision I made as governor: I asked the legislature to make me chairman of the Board of Higher Education. The newspapers of the state yelled to high heaven that I was trying to politicize higher education, but the legislature granted my request.

My chairmanship of the board had two effects: (1) It thrust me right into the middle—the "hot seat" middle—of North Carolina's problems and (2) it identified me, as governor, with education. As a result of this identification, I was named chairman of SREB and subsequently of the Education Commission of the States. My intimate involvement with SREB and ECS gave me a perspective that proved to be useful in dealing with North Carolina's problems.

The more significant aspect of my chairmanship of the Board of Higher Education, however, was the involvement in my own state's educational problems, problems concerning new programs, budgetary requests, termination of unproductive programs, student disruptions, and the like. I could not possibly have obtained in any other way an insight into higher education and a real understanding of the direction in which we were moving.

The nature of the office of governor is such that a man is not going to give much attention to matters unless he has got to do it. There is simply too much to do. A governor, like anyone else who has a lot to do, gives attention to the things that must be done right away. There is a pitifully small amount of time for the governor of a state to give to things that will affect the long-range future of the state. Of course, if I had not been chairman of the board, I would have seen Cameron West,[208] the director, occasionally and I would have received reports of what was going on, but as you know, having it down on a piece of paper is not at all the same as getting into a room and becoming directly involved in lively discussion.

A governor finds himself chairman of a number of boards and committees; some of them frankly are just an exercise in patience. The meetings of the Board of Higher Education, however, were always stimulating. The board and its staff, under Cam West, were never afraid to "mix it up," at a public meeting, before the legislature, in the press, or elsewhere.

Above all, my chairmanship of the Board of Higher Education demonstrated for me, in dozens of concrete ways, why we needed to

[208] Cameron Pritchett West (1921-), educator from Raleigh, native of Walstonburg; B.A., M.A., Ed.D., University of North Carolina, Chapel Hill; veteran of World War II; former school administrator and former professor and later dean at Pfeiffer College; associate director, North Carolina Board of Higher Education, May, 1966-November 30, 1968; named director, December 1, 1968. *North Carolina Manual, 1971*, 571-572.

reorganize higher education in our state. A system under which every institution went individually to the legislature lobbying for what it wanted, jockeying with the other institutions, trading votes with other institutions or trading them on liquor-by-the-drink or any other current legislative issue—a system that in this way determined whether an institution would get a new music building or a new graduate program was obviously not economical for the state nor educationally sound. Furthermore, a system in which fifteen institutions gloried in the title "university" and in which all fifteen had been given the same statutory mandate to award all degrees including the doctorate—such a system, if carried to its logical conclusion, clearly meant the end of educational excellence and the beginning of bankruptcy.

In November of 1970 the Board of Higher Education and its staff spent a long weekend doing nothing but talking informally about what sort of reorganization was needed and how we might achieve it. The next month I called to the Governor's Mansion selected trustees from the sixteen institutions and reviewed for them our predicament. They suggested that a committee of trustees study the question and make recommendations to the 1971 General Assembly. I appointed such a committee and it worked long and hard, but almost from the first meeting a split was evident between the trustees that represented the six institutions inside the University of North Carolina and those that represented the other ten. While no institution felt comfortable with the prospect of radical change, the University of North Carolina's trustees were particularly wary.

As a result the committee came in with two reports, a majority report calling for a limited reorganization of higher education and a minority report saying, in effect, that the present structure, with relatively small changes, was satisfactory.

In the legislative session of 1971 a fierce battle developed between those who wanted change and those who did not. Nearly every major newspaper in the state opposed change. It became clear to me that we could not get a sound law considered and adopted in such an atmosphere and that we would possibly be defeated altogether if we insisted upon early action. So I suggested a special session of the legislature to be held in the fall of the year devoted exclusively to the reorganization of higher education.

This procedure proved wise for several reasons. The special session, preceded by seven weeks of intensive committee work, enabled the legislators to become really familiar, for the first time, with the problems of higher education. They came to see the magnitude of our dilemma and the folly of our continuing on our course.

The special session also had the advantage of eliminating the trading of votes because there were no liquor-by-the-drink bills or tax laws to be dealt with. Furthermore, it enabled the legislators to spend the time necessary to hammer out a good bill.

The one-week special session was stormy and hectic, but by Saturday night we had passed a bill, unanimously in the Senate and with only two dissenting votes in the House. It was a bill that every major newspaper in the state applauded. It was, and is, I think, a remarkably good piece of legislation. Let me review for you what it does. Please understand that I am greatly oversimplifying and sacrificing some accuracy in detail in order to avoid confusing you.

First, the law creates a 32-member Board of Governors. Initially this board is made up of persons elected from the existing boards of trustees of the institutions, but ultimately it will be made up of persons elected by the legislature under a special formula that I hope will help us get persons of concern and competence.

Second, the law provides for institutional boards of trustees, one for each of the sixteen campuses. These boards are given very limited authority. They will be made up of thirteen persons each. Eight of them are to be named by the Board of Governors so as to ensure a close relationship between that board and the institutional boards. Four are to be named by the governor. The thirteenth member is the president of the student government, who will serve ex officio.

Third, the law gives the Board of Governors almost complete authority over the institutions—ownership of all the property, strong program power, full budgetary authority, responsibility for long-range planning for all of higher education, but—and this is significant—it provides that the Board of Governors may delegate any of its authority to institutional boards. I think that much of the credit for getting sufficient power in the center to ensure effective control and coordination must be given to President William Friday, because throughout the legislative debates he emphasized the necessity for putting ample power where the responsibility lay.

Fourth, the new organization is to be called simply "The University of North Carolina." The theory that has been adopted is that this is to be a university composed of sixteen campuses, not a state department of higher education. As you gentlemen are aware, there is a sharp distinction between the two approaches, in philosophy and in the attitude of the academic community. The head of our sixteen-campus university is to be called the president, and the institutional heads are to be called chancellors. As you know, Bill

Friday has been elected president, and Cam West has been elected vice-president for planning.

Fifth, our new law requires the Board of Governors to take responsibility for assessing the contributions that private colleges can make and to recommend such state assistance as the board might see fit. I know of no other state that has, in its statutes, such clear recognition of the fact that private institutions, no less than public, are educational assets and that wise planning for the public institutions can take place only after assessing the potential contributions of the private ones. Our new system went into effect July 1, only a month ago. So we are in the throes of getting organized and deciding what will and will not be delegated to institutional boards.

I am sure you have observed, as I have, that some of the weakest coordinating boards ask the most probing questions about the system and about its service to the state. Governing boards, on the other hand, having legal responsibility for all that goes on, find it hard to ask searching questions about the system. It is difficult to criticize yourself. How can we have a well-coordinated system and yet one in which the hard questions are raised and debated?

We have hit upon one device in North Carolina that I hope will prove helpful in this regard. We have created within the staff of the president of the sixteen campus university a Center for Continuing Renewal of Higher Education. The purpose of this center is to ask the probing questions, to conduct experiments that are designed to improve teaching, to test new ideas, to stimulate the institutions themselves to improve their teaching and to ask how they can better serve their communities. The center can produce publications in its own name, without using the name of the Board of Governors. It is really an administrative device for ensuring that we have at all times an in-house radical and one whose voice is expected to be heard. The center itself has been in existence for about a year, and our experience thus far suggests that it can be very useful.

I am sure that all of you know Dr. J. L. Zwingle,[209] executive secretary of the Association of Governing Boards. He recently commented that he felt that the North Carolina experiment in reorganizing higher education was of special significance nationally.

[209] James L. Zwingle (1906-), association executive, native of Mississippi, from Washington, D.C., A.B., A.M., University of Tennessee, Ph.D., Cornell; former college teacher and administrator; executive vice-president and then president, Association of Governing Boards of Universities and Colleges since 1964. *Who's Who in America, 1972-1973*, II, 3534.

Everywhere else, Dr. Zwingle said, either all power had been given to a statewide governing board and that board had ended up being bogged down in trivia (for example, approving the granting of telephone easements or the sale of a few shares of stock), or institutional boards had been kept and had been given so much authority that the new central board had been crippled and the old legislative fights among institutions were continued.

In North Carolina, Dr. Zwingle said, we have hit on the device of keeping local boards—not merely as visiting committees but as fully organized legal entities—and we have provided by law that the central board may delegate to the institutional boards any powers or may withdraw powers from time to time. Dr. Zwingle went on to say that he, himself, was convinced that there was an ideal balance of authority between a statewide board and institutional boards and he thought, with a little experimentation, that balance could be struck. If, he concluded, we in North Carolina could do that, we would solve one of the major problems in American higher education.

I, myself, ladies and gentlemen, believe we are going to strike that balance. I think our Gilbert and Sullivan comedy will have a happy ending, as, of course, all comedies should.

NORTH CAROLINA SUB-JUNIOR WOMAN'S CLUB CONVENTION

Burlington, August 8, 1972

The 1970s, a decade in which women stood up to be counted, led Governor Scott to say "it is good to have the opportunity to speak to this gathering of these young liberated women." The theme of the convention was voting and electioneering. Scott said there were many theories and opinions about the women's lib movement, but he congratulated those in attendance for their interest in the young woman's role as a voting citizen and her place in government. Many women had learned that an interest in politics could be interesting and fun and provide satisfaction. Politicians were often given a tarnished image by many people. When the governor heard complaints, he said he often asked if those with dissatisfactions were registered to vote, if they participated in the last election, if they voted whenever they had the opportunity. He emphatically stated that there was no way to implement programs or to ensure adequate

representation unless individuals bothered to register and vote. Interest and influence were developed by involvement, and Scott noted that women who had previously shunned active political activity were becoming crusaders. Many were making themselves available as volunteers in political and community work, and there were numbers who were fighting the social ills threatening to engulf the nation.

The chief executive observed that women had many traits which were good for politicians: creativeness, curiosity, and patience. Women had diversified interests; they could use their creativity in the world of business and finance as well as in the home, more was needed in the realm of politics and government.

Fresh opportunity was arriving with the newly granted franchise to eighteen-year-olds. On May 23, 1971, Congress passed and sent to the states the Twenty-Sixth Amendment to the United States Constitution. The amendment was ratified a month later by the required three fourths of the states; North Carolina was one of the first states to take affirmative action to implement the new amendment. It did so through the State Board of Elections which launched a statewide project to extend the franchise to those who were eighteen to twenty-one years old. The registrars had gone into the schools, and approximately 103,000 young people registered prior to the spring primaries; however, it was estimated that the potential was 314,000. Scott observed that the young new voter was exhibiting an independent spirit and did not seem to be party oriented as were his elders.

The governor also commented on the opportunities awaiting women in state government. Of 49,000 employees subject to the State Personnel Act, 39.1 percent were females. Though the majority were employed in clerical-secretarial jobs, there had been a noticeable increase in the number of women in the state government management-trainee program during the preceding three years. These young college graduates were being placed as personnel analysts, community development specialists, and administrative assistants. The governor added that many women managers in state government had begun in clerical-secretarial positions. He urged those attending the convention to take advantage of both opportunities and responsibilities awaiting them.

DEDICATION OF ROLLINS ANIMAL DISEASE DIAGNOSTIC LABORATORY

Raleigh, August 9, 1972

Governor Scott was present on the occasion of the dedication of the Rollins Animal Disease Diagnostic Laboratory, a monument to the life and work of the late Dr. Hal J. Rollins.[210] This man had been chief veterinarian with the State Department of Agriculture. Concrete steps toward the establishment of a school of veterinary medicine at North Carolina State had been taken by the former State Board of Higher Education which had allocated $300,000 to create a department of veterinary science at the university. Scott said further action would be up to the Board of Governors of the reorganized system of higher education.

Twenty-nine of North Carolina's counties had no practicing veterinarian, and North Carolina as a whole had only one for every 14,000 people; the national figure was one per 8,600 people. The needs were obvious, considering the fast growth of animal agriculture in North Carolina. Between 1961 and 1968 the total animal livestock income in North Carolina increased from $369 million to $532 million—44 percent—while the total crop income decreased by 9.7 percent. Dairy farming accounted for $96 million in cash receipts annually; swine production, $130 million; beef cattle, $61 million; eggs, $130 million; turkeys, $38 million; broilers, $155 million. The maintenance of healthy animals was imperative, and consumer-conscious people had the right to know that their food came from healthy animals.

Diagnostic laboratory services could be expensive; but when used wisely, they were a bargain. Scott cautioned against confusing diagnostic services with research. When an animal was sick, a quick and accurate diagnosis was necessary to determine the best method of treatment. The lab was not meant to replace the practicing veterinarian who would provide treatment.

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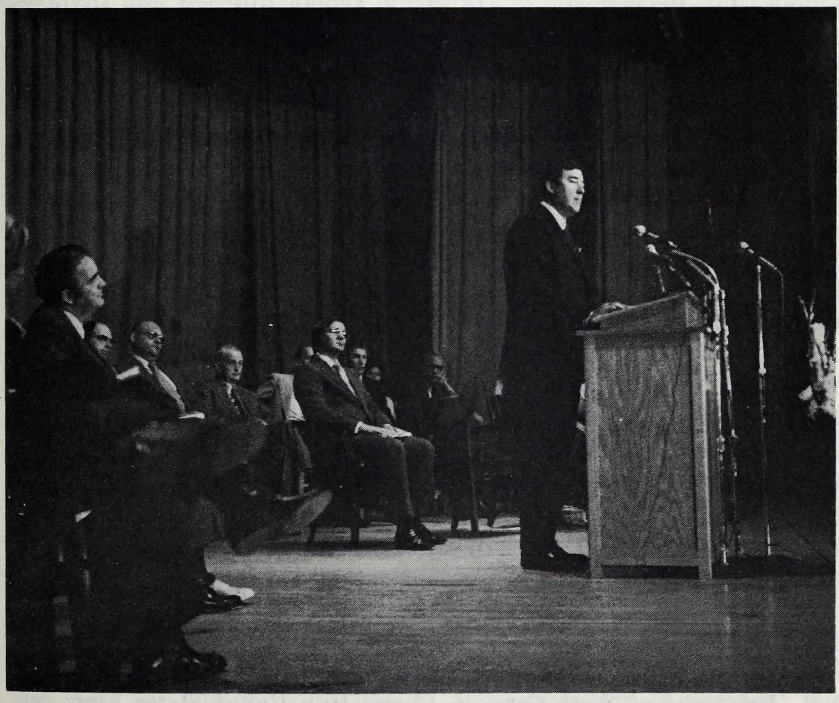
[210] Hal J. Rollins (1892-1970), veterinarian; graduate of Kansas City Veterinary College; World War I veteran; practicing veterinarian in Rockingham prior to appointment as state veterinarian on July 1, 1949; served until retirement on February 28, 1966. Information from program of the dedication of the Rollins Animal Disease Diagnostic Laboratory, August 9, 1972, copy of which was supplied by Veterinary Division, North Carolina Department of Agriculture.

EASTERN ALAMANCE HIGH SCHOOL

Mebane, August 31, 1972

[On August 28 Governor Scott had called a special news conference in Raleigh to announce the appointment of Sam Shugart, who would provide liaison and leadership for communities seeking solutions to educational problems. Formation of a leadership unit within the Department of Public Instruction had grown out of the work of the Citizens Committee on the Schools. Three days later the governor spoke at Eastern Alamance High School, taking his theme, "School Opening '72: It's the Kids that Count."]

Scott, who had four children in the audience, said his appearance at the Eastern Alamance High School was something of a family affair. Speaking to those in attendance and those throughout North Carolina who were watching over the educational television network, Scott ranked the public schools with the church



The governor is shown as he spoke at the opening of school in Alamance County, August 25, 1972.

and home in importance. The Eastern Alamance opening was symbolic of school openings throughout North Carolina.

Scott recalled the dark days of fall, 1971, when

> Public education in North Carolina was caught up in a churning whirlwind of change—sudden change, massive change. Many schools were plagued by unrest, tension, hostility, fear, disturbances, disruptions, hooliganism, violence, and destruction. At times it seemed that the very foundations of our school system were cracking and that public support for the schools had plunged to a dangerously low ebb.

Because of his concern, Scott had appointed a task force: the Citizens Committee on the Schools. This committee had tried to create a wholesome climate in the classrooms. Slowly, citizens across the state had caught the spirit and had determined to make the school system work. By mid-May the committee had made a number of recommendations: adoption by each local school unit of a written code of regulations to govern student conduct, creation of a student task force for involvement in each local school unit, declaration of statewide school interest and involvement day, minority representation on school boards, appropriation of funds to allow every local school system to employ a full-time public information officer, and enlargement of the staff of the human relations division of the State Department of Public Instruction. It was in that connection that Sam Shugart[211] had been named director of public affairs for the department.

Scott urged all those connected with schools to cooperate toward the goal of a better year than had been dreamed possible. The fundamental objective, he felt, was to train students to make a living and to become worthy members of society. There was no need to look back with hate, nor to look ahead with fear; people needed to look around "with hope, with understanding, with determination." The problems of the schools were often those of the community as a whole. Scott said no one should expect the other person to do all the understanding or to show all the flexibility. He called upon those listening to him to criticize, needle, and disagree, but to work with the schools from a position of trust and confidence.

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[211] Sam H. Shugart (1931-), educator, native of Elkin; A.B., Guilford; A.M., University of North Carolina, Chapel Hill; United States Army veteran; former teacher and school principal. Information from office of Mr. Shugart, December 21, 1972.

SOUTHERN GOVERNORS' CONFERENCE

Hilton Head Island, South Carolina, September 4, 1972

Scott spoke specifically on the subject of "General Land-Use Planning in North Carolina" when he appeared on the Southern Governors' Conference program based on the topic "General Land-Use Planning." He reviewed changes which had taken place with regard to land, calling for a reexamination of the use of realty in light of present conditions. North Carolina, he said, recognized the need of the state to adopt a positive role of leadership in the regulation and management of land. Much authority had been delegated to local governmental units, but it had become necessary for the state "to identify a broader framework within which local land-use decisions shall be made."

Current work in the Tar Heel State was reviewed by Scott: A system of statewide land classification had been proposed, with major responsibility on local planning authorities and with incentives for adherence and penalties for noncompliance; studies had been under way for several years leading toward the preparation of a plan and management system for the coastal areas of the state; a statewide development policy and development code, requiring reevaluation of existing building codes, health standards, etc., was being worked out; and provision was being made for advance acquisition of real estate needed for public use. These and other measures were being taken "so that North Carolina will be assured of a wise and prudent utilization of all its land and water resources for the benefit of present and future generations."

SOUTHERN GOVERNORS' CONFERENCE

Hilton Head Island, South Carolina, September 5, 1972

[The following comments were made by Governor Scott during the discussion of the topic, "Emergency Accident Response Programs."]

We in North Carolina have since 1967 become increasingly aware that the state must assume a greater portion of the responsibilities for emergency transportation and care of accident victims. Our 1967 General Assembly enacted legislation that started

an ambulance attendant training and certification program, administered by the State Board of Health.[212] The Governor's Highway Safety Program was established by Executive Order a short time later, making possible the use of funds made available by the national Highway Safety Act of 1966. The Governor's Highway Safety Program has since implemented highway safety activities in North Carolina—or upgraded existing programs—in sixteen functional areas created by the Highway Safety Act.

The Board of Health's inspection and training program has been expanded through assistance from the Governor's Highway Safety Program—making emergency medical training for ambulance attendants more readily available in all 100 counties on a continuing basis. We have more recently initiated a program which assumes increased responsibility for more effective monitoring and supervisory control of training. All of this is paying off in more effective ambulance service, and the public is noticing.

We are very fortunate in North Carolina to have an active rescue squad program. Excepting about four counties, we have at least one rescue squad in each of our 100 counties. The North Carolina Association of Rescue Squads has about 4,200 members, all of them volunteers, all of them well trained. In fact, the present World Champion Squad in Rescue is the Moore County Squad Number Two from Vass, North Carolina. We always have squads in international competition in first aid and rescue, so you see the quality we have. We're proud of them.

Still, many communities that do not have rescue squad services available have been unable to provide satisfactorily for emergency transportation of traffic accident victims. The Governor's Highway Safety Program has negotiated over the past four years with forty political subdivisions to provide for acquisition of needed ambulance vehicles and communications equipment. These projects have helped upgrade emergency medical service capabilities.

We began early this year a study upon which we hope to base a program of action geared to the specific transportation and medical care needs of people injured in traffic accidents in North Carolina. The study is to be completed this fall. It will provide guidance to the 1973 General Assembly in its consideration of a statewide plan for emergency care.

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[212] *N.C. Session Laws, 1967*, cc. 343, 1257.

It is our goal to provide for the citizens of our state an emergency service that will help save every life that modern technology and immediate access to medical help can save.

SOUTHERN GOVERNORS' CONFERENCE

Hilton Head Island, South Carolina, September 5, 1972

In a discussion of the topic "Regional Cooperation on Environmental Problems," Governor Scott took for comment the specific subject of "North Carolina's Involvement in Regional Cooperation on Environmental Problems." He observed that environmental problems could not be contained within a state's boundaries; therefore, solutions had to cross state lines.

The governor cited a number of examples to show how North Carolina was working with other southern states: the Appalachian Regional Commission, the Coastal Plains Regional Commission, the Marine Resources Program, the Coastal Plains Association, the Southern Interstate Nuclear Board, the Interstate Mining Compact, several area-wide wildlife programs, a number of interstate agencies working in the field of water resources planning, the Southeastern States Forest Fire Compact, and the newly created Southern Regional Environmental Compact.

GOVERNOR'S CONFERENCE ON INNOVATIONS IN HEALTH CARE DELIVERY

Raleigh, September 14, 1972

Access to adequate health services was the right of every person, according to Governor Scott as he spoke at the Conference on Innovations in Health Care Delivery. He observed that full development of the state would be determined to a large measure by success in promoting, protecting, and conserving the health of citizens. North Carolina could take pride in progress made in the field of medicine and health services. Scott recalled pioneer efforts of the better health movement of the 1940s, which led to the only state-supported medical center in the South which had major professional schools in the fields of medicine, dentistry, nursing, public health, and pharmacy. He also referred to the public and

mental health programs and the fine system of hospitals in North Carolina.

The General Assembly was committed to the continuing support of health manpower training; committees of the Legislative Research Commission had undertaken studies of health problems, including the physician shortage in rural sections. State funds were available to help medical schools, and state money was being used to assure the training of more specialists in family medicine. In addition to increasing the supply of physicians, there were also programs to train personnel who would expand the usefulness of the physician. In fact, the first program for training physicians' assistants was begun in North Carolina. The effectiveness of nurses in pediatrics and certain other areas had also been demonstrated.

Reorganization of higher education, the governor felt, should put the state in a better position to carry out a more sensible approach to health manpower development. The Board of Governors of the University of North Carolina would have authority to make decisions about the spending of money, and the recent reorganization of state government would enhance the ability of the state to respond effectively to the health needs of North Carolinians. Technical expertise and financial resources were to be found in the new Department of Human Resources.

Concern over health problems needed to be expressed. The infant mortality rate, though declining, was fairly high; examination of young people for induction in the armed forces resulted in a rejection rate of 48.3 percent; the state exceeded the national average for deaths caused by high blood pressure, kidney disease, diseases of the newborn and early infancy, traffic accidents, and homicide. Additionally, financial barriers prevented many people from obtaining needed services, though Medicare and Medicaid were helpful to a limited degree. Many people were not eligible for government assistance and yet lacked money or insurance to pay for needed health care.

The geographic manner of distribution of health manpower was another factor of concern. North Carolina's six largest counties, with 26 percent of the population, had 43 percent of the physicians. About 22 percent of all the physicians practicing in rural North Carolina were over seventy years old; and as they retired, became disabled, or died, they frequently were not replaced. Scott had appointed a Committee on Community Health Assistance; the members would give advice as to how resources could be ef-

fectively used to serve health scarcity areas. Presentations at the Conference on Innovations in Health Care Delivery would afford examples of the success enjoyed by some communities. Scott said Tar Heels were fortunate in having a system of health departments, hospitals, and other health agencies which would serve as a foundation for basic health care services. The universities, community colleges, and technical institutes were available to help train manpower. Scott urged that all available resources be used, including the more than 3,000 professionally inactive nurses and other trained personnel.

More extensive use should be made of people trained to assist physicians, the governor felt, and he urged the removal of legal barriers to their full and effective use. He commented that emergency medical services represented one of the weakest aspects of the total picture; the fragmentation of services often led to inefficient handling of emergencies. The 1971 General Assembly directed the Legislative Research Commission to study the emergency medical resources of the state and to plan for an effective statewide system; such a program had been proposed by the commission. Another recommendation was the establishment of an Office of Emergency Medical Services within the State Department of Human Resources; the North Carolina Regional Medical Program had provided a $20,000 grant for this purpose. Scott said he hoped the budget requests of the Legislative Research Commission would be met by the 1973 General Assembly. The statewide plan would include development of a communications network between hospitals, ambulance service firms, the Highway Patrol, the Highway Department, Civil Defense, ham radio operators, and others; the upgrading of ambulance service equipment and sanitation requirements; a regional system of classifying hospital emergency rooms according to their capabilities would be developed. The commission found that many of the medical emergency resources of the state were underdeveloped and ineffective and that there were wide variations in the availability of trained ambulance attendants, vehicles, communications, and capable hospital emergency room service. The governor complimented highly the work of the rescue squads. With the exception of four counties, there was at least one squad in each of the state's 100 counties.

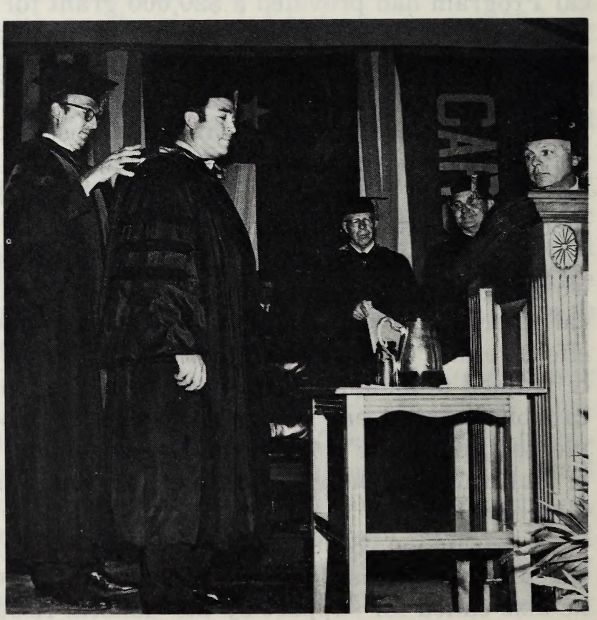
In conclusion, Scott called on his audience to lend support to the program devised by the Legislative Research Commission; he also called for support by the General Assembly.

CONFERENCE ON HIGHER EDUCATION

Chapel Hill, September 22, 1972

Speaking at the Institute of Government of the University of North Carolina at Chapel Hill, the governor noted that North Carolina had a system of higher education unlike that of any other state. The success of the system would depend on the efforts of those assembled to hear him—chancellors, members of the Board of Governors, trustees of the schools. Essentially, the governor said, responsibility began at the top level but broadened and expanded as it went down.

The North Carolina plan was unique because of its "dual authority" feature. The General Assembly gave the Board of Governors authority to govern the sixteen campuses, but it provided that powers could be delegated to local boards of each institution. This dual system, which was based on flexibility in the delegation of authority, was new but highly important. To make the system work, there had to be freedom from political competition; at the same time, local initiative had to be encouraged. During the program, Scott noted, there was to be discussion of the powers which the Board of Governors had decided to share with



The governor received an honorary LL.D. from the University of North Carolina at Chapel Hill on June 1, 1970. Left to right are Dr. Arden C. Miller, vice-chancellor for health services; the governor; Dean C. O. Cathey; President William C. Friday; and Chancellor J. Carlyle Sitterson.

institutional boards. This delegation of powers was broader than the 1971 legislature had contemplated—an example of the wide use of the flexibility provided by law. The governor said that in time some changes might be made, but he believed the division of powers would generally prove to be sound.

North Carolina's plan was unique not only in allowing flexibility but also in two other ways: budgeting and planning. The board was authorized to prepare a plan which would encompass all of higher education, including the community colleges, private institutions, and proprietary schools. Governor Scott remarked that the Board of Governors had recently named a Committee on Long-Range Planning which would, in the months ahead, be involving all institutions represented at the conference.

In conclusion Governor Scott said that the success of the system would depend on how well the members of the Board of Governors, the trustees, and administrators worked together. His final comments were:

> We are plowing new ground and, as every farmer knows, new ground requires an extra measure of hard work. It requires us to keep our eyes open for the rocks and snags that would impede our progress. It requires that these obstacles be removed for the smooth and efficient working opportunity to do good things for North Carolina and, by example, for our nation. The challenge is before us. Let us meet it with resolve and determination, to the end, that we will have, in short order, the finest system of higher education in the nation.

NORTH CAROLINA STATE EMPLOYEES ASSOCIATION

Greensboro, September 23, 1972

Speaking at the twenty-sixth annual convention of the North Carolina State Employees Association, Governor Scott expressed appreciation for the help given him by state workers. He felt that North Carolina's government was "sound, progressive, and effective . . . and its employees are as capable and as industrious as any group of employees anywhere in North Carolina."

The governor reviewed evidences of his support of salary increases of 22 percent, including a 10 percent average increase on July 1, 1969, and across-the-board increases of 2 percent on July 1, 1970, 5 percent on July 1, 1971, and another 5 percent on July 1, 1972; time and a half for overtime; the first statewide policy call-

ing for payment of a uniform shift differential; lowering of retirement age to sixty-two for employees with thirty or more years of service; a cut in the vesting period from twelve to five years for participation in the retirement system; a decrease from ten to five years for disability benefits in the retirement system; the adoption of the first disability income protection plan without cost to the employees; and payment by the state of $10.00 a month toward each employee's hospitalization and medical expenses.

Governor Scott concluded by saying his four years in office had shown him that state employees were determined to do everything possible to assure for North Carolina a government which was second to none.

INDUSTRIAL ANNOUNCEMENT LUNCHEON

Raleigh, September 28, 1972

[Industrial growth was a fact of life in North Carolina during the Scott administration. Throughout his four years in office, the governor emphasized expansion of industry, and he participated in many ceremonies at which ground was broken, buildings dedicated, and announcements made concerning new industries or expansion of well-established North Carolina firms. Among others, he participated in the following dedications and openings in 1969: Lufkin in Apex on April 9; Mansion Homes Corporation's mobile home plant at Robbins on July 30; Burlington Industries Transportation Center in Burlington on September 23; Omark Plant in Zebulon on October 16; Abbott Laboratories in Rocky Mount on November 7; Allied Mills' Plant in Selma on December 5; and Rockwell Manufacturing Company's new plant and office addition on December 10. In 1970 he spoke at a "welcome luncheon" for officials of Black & Decker Manufacturing Company in Tarboro on April 3; at the dedication of the new plant of the General Products Division of Fram Corporation in Henderson on April 29; at the grand opening of Winston Mobile Homes in Bunn on May 5; at the groundbreaking ceremony for Crompton & Knowles Corporation's plant in Burlington on September 2; at the dedication of Rishel Furniture Company's Wood Technique Division in Louisburg on September 16; and at the dedication of Burroughs Wellcome & Company's new manufacturing facilities in Greenville on October 30. On November 19, 1971, Governor Scott spoke at the dedication on the Unifi, Inc., plant in Rocky Mount. During his last year in office he was the speaker on the following occasions: dinner at which announcement was made concerning a new facility for National Boat Works, Inc., in Greenville on February 7; dedication of the Schlage Lock Company plant in Rocky Mount on May 25; industrial development luncheon in Raleigh, August 28, at

which time the announcement was made that Gulf General Atomic Company would build a nuclear fuel fabrication plant in Franklin County; and dedication of the Formex Division of the Huyck Corporation in Wake Forest on September 21. Later that year, on November 16, the governor spoke in Albany, New York, at a Huyck Corporation dinner; following the opening of the corporation's Wake Forest plant, announcement had been made that the company would move its corporate headquarters to the Wake Forest site.

There were dedications and ground-breakings of banks and still other businesses and industries. The following address was typical of those delivered on comparable occasions by the governor.]

I have said in the past that it is a pleasant duty for me as governor to be able to bring news that will benefit North Carolina and her people. For those of you expecting good news today, I will not disappoint you. It is our good fortune to welcome another quality industry that will be a good employer and a good corporate citizen, another endeavor enhancing the economic opportunity of our people.

I am pleased to join with the management of Cutter Laboratories, Berkeley, California, in announcing that the firm will build a $10 million facility in nearby Johnston County. The facility for production of medical and health care products will be erected on a 70-acre site just east of the town limits of Clayton.

A multibuilding complex is planned at the site on U.S. 70, housing both an intravenous apparatus assembly plant and a blood plasma processing laboratory. The total project by Cutter will provide 1,000 new jobs in Johnston County over the next few years and will ultimately have an annual payroll of $7 million.

It is well, I think, for us to consider for a moment the potential this has for both Cutter and Clayton. There is good reason why these two should be partners.

First of all, we can be grateful that North Carolina's position as a nationally recognized leader in the medical and health field attracted the attention of Cutter. Our human and technical resources in medical research and medical training are second to none. The renowned Research Triangle complex—only a short drive from Cutter's new site—is a prime example of the progressive atmosphere Cutter was seeking. Cutter knew that its management and technical specialists would be attracted to the professional community that has developed around this area.

Secondly, Clayton offered something special to Cutter. A small town in a rural county, Clayton had, to use a current term, "gotten

itself together." Let me illustrate. Early in my administration we started a self-help program in industrial development. We called it the Governor's Award program. The goal of this program was to recognize those small towns which decided to do something to help themselves in the attraction of new jobs and new capital investment. Part of the American ethic, I think, is that credit is due to those who help themselves. Clayton became a winner of the Governor's Award. I had the honor of making the presentation at a civic awards banquet there last January 10, and at that time I pointed out that industrial prospects would find Clayton to be a friendly, lively, and forward-looking place.

This fact was not overlooked by Cutter, and I have learned that one of the most lasting impressions made on Cutter was the character of the people in Clayton and Johnston County. The fact that these people were eager, cooperative, and basically a "can do" people made Cutter's decision a little easier. And Cutter has not overlooked the value and cooperation forthcoming from Raleigh. Raleigh citizens have been involved in the Cutter project since the beginning, and I am proud that the people from Wake and Johnston are big enough to work together for the betterment of the area. This is a spirit that has marked many developments in recent days and is a credit to the professionalism of this area's leadership.

We can be thankful for industries like Cutter which will invest in areas that need them, and in towns like Clayton which will help themselves. Let me remind you that it is this attitude that has made North Carolina unique among the fifty states.

Consider, for instance, that one of the chief attractions of North Carolina is its manageable size—its widespread growth in both urban areas and rural areas and the absence of any dehumanizing mega-city snarled with congestion and unlivable conditions. Sure, we have our problems, but we are still unique. We should be thankful for it and be on guard—through growth management—to preserve it.

North Carolina's largest city in population ranks only sixtieth in the nation in size, yet our state ranks twelfth in total population. Over half the states have larger cities than our largest, but only eleven of the states have more people.

The point is this—our population and our growth are spread in manageable proportions over all of the state. We should applaud the growth management concept practiced by our industry hunters and applaud the Cutter decision that fits so squarely with our

goal of economic opportunity in both large city and small town.

We hear a great deal about the importance of health care delivery, and this is certainly one of the foremost concerns of today. Access to adequate health care services must be viewed as a right for all and not just as a privilege for a few. Freedom from unnecessary sickness and poor health is fundamental to the enjoyment of productive citizenship, and my administration has done all possible to promote that freedom.

By the same token, we should applaud the great industry, of which Cutter is a part, that produces the products necessary to the delivery of health care. Service without tools—the right tool—the well-engineered and produced tool—is not satisfactory service. My hat is off to the medical products industry.

To the Cutter Laboratories management team we extend a warm welcome and pledge our continuing interest in your growth.

A CONFERENCE ON REGIONAL COMMISSIONS FOR THE SEVENTIES

Omaha, Nebraska, October 3, 1972

[The conference was sponsored by the Council of Title V Governors and was held at the Omaha Hilton in Omaha, Nebraska. Governor Scott presented the keynote address at the meeting.]

Let me add to Governor Exon's[213] word of welcome and express my appreciation, as chairman of the Council of Title V Governors, for your participation in this conference. I am convinced that all state officials who are working with these economic development commissions should come together fairly frequently to exchange ideas and experiences.

Through such exchanges we can all do a much better job in carrying out the purposes of this extremely important program and in meeting the needs of the literally millions of our citizens who are living in economically depressed regions of the nation.

This is the first formal meeting of the alternates and state staff since you formally organized the Council of Title V Governors at the National Governors' Conference in Houston. I would

[213] John James Exon (1921-), businessman and governor of Nebraska; native of South Dakota; educated, University of Omaha; World War II veteran. *Who's Who in America, 1972-1973*, I, 956.

like to express my sincere appreciation to you alternates who, acting on behalf of your governors, elected me as the first chairman of the council.

When I was informed of this honor, I expressed a hope that this would be one of those honors that would not require additional travel, but here we are in Omaha less than four months after the Houston organizational meeting. Your almost immediate start in planning and organizing this conference is encouraging. It suggests to me that you intend to be an active group. I hope you will continue in that spirit.

If the Title V commissions are to make their full impact, then the individual state members must band together in a united front and call upon our federal partner to join us with equal enthusiasm and support.

It has been seven long years since Congress passed legislation authorizing creation of regional development commissions. This partnership was supposed to focus state, federal, and local efforts on those regions which had historically lagged behind the nation in their ability to provide meaningful employment and income opportunities.

In the early 1960s the conscience of the nation was stirred by vivid accounts of the plight of our citizens within the Appalachian region. The spotlight of national attention on Appalachia also shed light on the needs of other regions of the nation with similar problems. Thus in 1965 we saw legislation passed to create the Appalachian Regional Commission and Title V of the Public Works and Economic Development Act authorizing similar state-federal partnerships for regional development.

These legislative acts were heralded with great promise for quick and decisive action at both state and federal levels of government. Great expectations and hope were aroused among the citizens of these economically depressed regions. To a large degree those hopes and expectations in Appalachia were justified by a quick governmental response. Yet, at the same time, it is sad to contrast the plight of the other needy regions. They have continued in their depressed state. Yes, regional boundaries were designated; commissions were formed and staffed; plans were drawn; public investment strategies were devised that had every prospect of helping these regions turn the corner and head into the economic, social, cultural, and educational mainstream of the nation. All of these planning efforts have been made, but very little national commitment has been made to implement the plans.

The spark of hope and expectation is fast growing dim.

Once again our citizens are saying, with a great deal of cynicism, "Here is another program that was brought in with great fanfare and promise and then ignored even before the initial headlines have faded." Many observers are saying that America is in the midst of a crisis of confidence in government. If such a crisis exists, I am convinced that it has been created or reinforced by a constant parade of federal or state programs that promise great things but are seldom supported in a manner to assure success.

A constant cycle of built-up hopes and expectations followed by disenchantment and bitterness can do nothing other than create a lack of confidence in government. One of the first duties I performed upon assuming the office of governor, in early 1969, was to testify before the United States Senate in support of amending and extending the 1965 act authorizing regional commissions. Since that time I have personally involved myself in the work of the Coastal Plains Regional Commission and the Appalachian Regional Commission. I have attended and participated in every Coastal Plains Regional Commission meeting during the past three and one-half years. The experience with these commission programs has convinced me, beyond a doubt, of the wisdom of a state-federal partnership approach to planning, development, and coordination of programs for regional economic development.

We can no longer tolerate a piecemeal, ad hoc, or uncoordinated approach to the provision of governmental services to our citizens. The regional commission provides a unique framework for a unified approach to program development at the local, state, and federal levels.

In this process the state must assume a relatively new and expanded role. We have heard numerous references to the concept of "New Federalism." This concept means different things to different people. Many observers of federalism in the United States are beginning to look upon state government as a source of new vitality for our system of government.

The lessons of the past decade or two seem clearly to indicate that, whatever the problems facing us, further concentration of politicial and economic power in Washington does not result in meaningful or workable solutions. Because of this, state government is being placed at the center of the federalism universe. Too many people may be anticipating near miraculous changes from the assumption of greater responsibilities by the states. Yet others despair and are pessimistic. While recognizing the role

that state government could play, they question its ever becoming a reality.

Although there is widespread belief that a new state role is desirable and, in fact, vital to the preservation of federalism, I find little or no understanding of just what the state role should be and how that role can be carried out effectively. The assumption of a new role by state government is more than just a matter of belief. It is a hard reality that must be confronted during the 1970s. Whether we believe the state must assume a new role or not—whether we like it or not—forces currently at work are compelling state government toward a new role. And the time is approaching much more rapidly than we seem to realize. The basic theme of a new state role during the 1970s will be greater responsibility for the well-being of all its citizens.

Strong economic, political, judicial, environmental, and social forces, which will not be reversed, are rapidly thrusting the burden of responsibility for a better life-style directly upon state capitals.

More and more responsibility for decisions on spending is being placed on the states. The primary issue has become which level of government can make better spending decisions, rather than which level will raise the funds. The decentralization of decision-making power back to the state has strong political appeal as a part of the "New Federalism" theme. Revenue sharing is also based on this theme and will result in a shift of spending decisions to state and local government.

A growing interest in a national growth policy, a national land-use policy, and a coastal zone management program, to name just a few, all call upon the states to assume a stronger stance in the state-federal partnership. As the forces of change converge upon the states, there is no alternative but to struggle within these new responsibilities.

The problem is not that we will not respond in some way. We will have no choice. Rather, the tragedy is that we at the state level, like so many efforts of the federal government, will be forced into a series of ad hoc responses, meeting the challenges one at a time, bit by bit. We must not let this happen. It seems to me that the regional commissions provide an excellent framework for planning and implementing programs to meet the requirements of a new state role.

Our experience with regional commission programs in North Carolina has played a major role in shaping an approach to state-

wide development planning and coordination. During the past three years we have made a major commitment to systematic planning for the entire state. This was done even though our commission programs involved only our mountain and coastal counties.

The statewide planning effort has been grounded in a realistic assessment of our needs, our potentials for meeting those needs, and more importantly how we can marshal the full resources of our state, local, and federal units of government into a unified pursuit of common goals.

The interaction between the individual state members of the regional commissions and the interaction between state and commission staff has made possible a much higher order of planning and program development than would have been possible with each state going its separate way. We have many common problems that do not stop at a state line. It just makes good sense to sit down together and figure out the best course of action.

The loss of this type of cooperative effort is what concerns me about some of the special revenue-sharing proposals. Likewise the proposals that the federal regional councils would be a sufficient link between state and federal agencies has the same shortcoming.

Another proposal suggests that we change the boundaries of all Title V commissions to include whole states. I feel strongly that we must exercise extreme care in moving in the direction of blanketing the nation with commissions composed of entire states. Such a move would quickly dilute the original purposes of the program and that was to concentrate on those regions where people are being suppressed by poverty simply because of the region in which they live. If it is deemed worthwhile to include whole states for planning purposes, then we should make certain that stringent criteria be established to assure that our lagging regions receive priority attention for program funds.

I suggest that the entire question is premature. If we are not given more serious support at the national level, then the question of whole states seems to be rather academic. There have not been enough appropriations even to start meeting the needs of areas currently within the commission boundaries. It is extremely important that the state members of the Title V commissions devise some means of "getting the attention" of the national administration, whoever it may be, and impressing upon its representatives the need to submit budget requests for this program that will make it worth our while to continue the partnership. The

states have entered the partnership in good faith. Much of the planning has been completed. Directions for action are clear.

I encourage you alternates to work together and to work hard toward the goal of a renewed spirit of hope for success in these commission programs. The potential is there, if only we can devote the financial resources necessary to accomplish that potential.

This organization is composed of twenty-nine states which are participants in seven regional commissions. I hope you can design a strategy to bring the full force of twenty-nine governors, fifty-eight senators, and those many congressmen from your states to bear on a move to fund and support our efforts at a reasonable level. If we can accomplish that goal, then millions of our citizens may go to bed with a slightly warmer feeling about their government.

SEMINAR ON INDUSTRIAL AND TRADE EXPANSION

Tokyo, Japan, October 18, 1972

[Trade missions had been initiated by Governor Luther Hodges in 1955; and from that time on, North Carolina had been a leader in planning and carrying out ideas which would entice foreign capital to the Tar Heel State. In April, 1968, Governor Dan K. Moore had planned to go with a group on a travel and promotion trip to Japan, but the chief executive had had to cancel his plans because of the assassination of Martin Luther King, Jr., and the ensuing racial riots. Governor Scott helped launch the North Carolina Trade Mission to Australia and the Far East in August, 1969; members of that mission visited several major countries in that part of the world. On October 13, 1972, when he met with the State Board of Conservation and Development, Governor Scott announced plans to go to Japan to meet with industrialists of that country. Five days later, in Japan, he delivered the following address; the next day he spoke briefly to express appreciation for the cooperation the travel mission had received. At that second meeting with the Japanese, the governor referred to the conference as "a shining example of the free enterprise approach, and a shining example of people working together to promote a better and more prosperous community of nations."]

It is a pleasure for me to return to Japan, which I first visited as a young man in the service of my country almost twenty years ago. Since that time I have had occasion to return here, the most recent visit being last April, when I had the honor of being one of

the delegates from the United States to the Japan-U.S.A. Governors' Conference.

On each occasion I have been impressed, as I am today, with the character of Japan and her people. To me, this is a beautiful and dynamic country inhabited by gracious and industrious people. I shall always treasure the memory of my visits to your land.

Today I am honored to be here in an official capacity as governor of the state of North Carolina leading a delegation of outstanding citizens of my state. We are here to tell our Japanese friends of the industrial investment opportunities that await you in North Carolina. This seminar, as you know, constitutes an industrial development mission sponsored by the state of North Carolina in cooperation with the Japan-Southern U.S. Association. It is in keeping with our policy of aggressively pursuing international trade and reverse investment programs.

We have come here to let you know that North Carolina offers attractive business opportunities for you. We believe the industrialists of Japan will find it advantageous and profitable to locate facilities in our state. I extend to you a warm and sincere invitation to consider North Carolina when you plan expansions of your operations. Among the many advantages we offer the industrial investor are an abundance of plant sites and an abundance of workers.

North Carolina, with a population in excess of 5 million, is comprised mainly of small towns located in 100 counties, with these counties having a population range of from 355,000 down to 4,000. Fortunately, we have no huge metropolitan centers with all the problems associated with them. Our population is relatively well dispersed across a large, uncongested, unspoiled, and beautiful countryside. Yet we offer all the services, education, cultural, and otherwise, that are so essential to a good and productive life.

It has been said that what makes a nation great in the beginning is a "good piece of geography." North Carolina is blessed in this respect. Nature gave us a "good piece of geography."

You will find, too, that North Carolina offers an adequate and reliable labor force, the result of a rapidly expanding population and the increasing number of people leaving the farm for other types of employment. You will find North Carolinians to be intelligent, energetic, hard-working people who adhere to the concept of giving a day's work for a day's pay. We have a recruitable labor force of 117,000. We operate our own training program for industrial workers through the North Carolina Department of

Community Colleges and Technical Institutes. This industrial training program is the oldest in our region of the United States and I would emphasize that this is a service provided by the state. In many countries the cost of such training is borne by the companies, but this is not the case in North Carolina.

North Carolina has made great progress—not by accident but by plain hard work and determination. We have moved forward in all areas affecting the health, happiness, and prosperity of our people. We have forged ahead culturally. We have maintained our adherence to the religious and spiritual ideals upon which our state was founded. Economically, we have set the pace for the southern United States and, in some fields, for the entire nation.

We are working with our old, established, and much appreciated industries—tobacco, textiles, furniture, and others—to ensure that they keep abreast in these rapidly changing times. We are leaving no avenue unexplored, no opportunity unheeded, in our effort to create and maintain a good business climate in North Carolina.

North Carolina has been engaged in overseas industrial development missions of this type for more than thirteen years, which places us in the role of a trailblazer among American states. These selling trips have been successful. There are, of course, many reasons for this success, but I can say, with pardonable pride I trust, that it is primarily due to the fact that we have the finest product in the world to sell—North Carolina and her people.

One of the most exciting developments in our state in recent years is the Research Triangle, an industrial research complex located in the center of the geographical triangle formed by the University of North Carolina at Chapel Hill, Duke University in Durham, and North Carolina State University in Raleigh. The Research Triangle complements, in a very meaningful and effective way, the activities under way in our industrial and business community.

Our research developments, our colleges and universities, our folk dramas, our art museum, our symphony and grassroots opera, and other forms of culture and education are helping to build a stronger and more enjoyable state in which to live and work.

One of the strongest points in our favor in encouraging you to locate plants in our state is the record of success by companies who have come to our shores from other nations. Manufacturing facilities have been established in North Carolina by companies

from a number of nations around the world, including this nation as well as Austria, Belgium, Canada, England, Finland, France, Germany, the Netherlands, Sweden, and Switzerland. These companies have found profitable opportunities in North Carolina, and we have found them to be good corporate citizens with a commendable concern for the well-being and development of our state as a whole.

Economic growth breeds economic growth. Industry which has located in our state has increased our incomes, which has developed our markets, which has in turn induced more industry to come and serve these markets, which in turn has further stimulated our economic growth.

With two fine state-operated ports in Wilmington and Morehead City, North Carolina is becoming an increasingly strong figure in the world market. The latest available figures show that we rank ninth among the fifty states in annual dollar volume of exports, with $1.2 billion in goods leaving our shores each year.

There is flexibility for you in North Carolina. You may come to our state with your own operation, your own name and identity, or you can come as a joint venture with one of our own companies.

And you need not be a big company. We can accommodate the very largest—and we have some of these—but we also have balance. Eight out of ten of our plants have less than 100 employees. Furthermore, you can come to us free of fear of confiscation, expropriation, or oppressive taxation or regulation.

I hope that I have been able to convey to you some of the more pertinent reasons why we think it would be beneficial for you to look to North Carolina. We are highly pleased to be with you, because we have found that the person-to-person basis is the most effective way of increasing industrial relations and understanding between nations. Thank you so much for your hospitality and for giving us this opportunity to tell to you the North Carolina story.

NORTH CAROLINA STATE GRANGE

Durham, October 22, 1972

When he spoke at the forty-fourth annual convention of the North Carolina State Grange, Scott told his audience that he considered reorganization of state government and the restructuring of public higher education major goals of his four years. In both

these areas, he said, he had one objective: "to see that North Carolina plans so well for the future that it will be able to meet any and all contingencies and provide the good life for every man, woman, and child within her borders."

Rather than give a review of his administration, the governor continued with a discussion of agriculture and its importance. He called attention to the fact that the major industries of the state—furniture, textiles, and tobacco—were related to agriculture. Scott referred to changes brought about in agriculture because of mechanization and technology. Diversity of interest had been shown by many engaged in agricultural programs; the governor pointed out the closeness of rural and urban economies.

The state's cash farm income had increased by almost a billion dollars. Scott said the state needed "a balanced economy with a strong agriculture." He closed by stressing the fact that agriculture was "the key to the economic balance we seek."

NATIONAL TREE PLANTING CONFERENCE, AMERICAN FORESTRY ASSOCIATION

New Orleans, Louisiana, October 24, 1972

In addressing persons attending the National Tree Planting Conference, North Carolina's governor took the opportunity of mentioning several of his state's "firsts." North Carolina was the site of the first land put under scientific forest management—Biltmore Estate at Asheville. The land later became the Pisgah National Forest; and George W. Vanderbilt,[214] builder of Biltmore, employed Gifford Pinchot[215] as his manager. Pinchot went on to work as a forester with the United States government. The first school of forestry was established on the Biltmore Estate.

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[214] George Washington Vanderbilt (1862-1914), capitalist, native of New York; educated by tutors and "at best schools"; noted for philanthropies in New York; purchased 100,000 acres near Asheville, erected mansion and stables, developed property as a vast park. *Who Was Who in America*, Vol. 1, *1898-1942*, 1268.

[215] Gifford Pinchot (1865-1946), forester and former governor of Pennsylvania, native of Connecticut; A.B., Yale; student of forestry in Germany, France, Switzerland, and Austria; first systematic American forester, beginning work at Biltmore; forester and chief of division, later U.S. Bureau of Forestry (still later Forest Service); professor of forestry at Yale; commissioner of forestry, 1920-1922 and governor of Pennsylvania, 1923-1927 and 1931-1935. *Who Was Who in America*, Vol. 2, *1943-1950*, 425.

North Carolina led the nation in the manufacture of furniture and hardwood veneer; the first pulp and paper mill was established at Canton in 1907; and Tar Heels were leaders in the field of forestry. Scott predicted demand for products of the forest to increase by 134 percent in the next twenty years; during that time, timber growth would be only 48 percent. An increase in productivity of the average acre was, therefore, imperative.

The chief executive pointed out the fact that the North Carolina picture was typical of that of the region and of much of the United States. Much of the timberland base was being reduced by highways, reservoirs, and other urban uses; a vast amount of land was being designated as wilderness areas because of the emphasis on ecology. The governor suggested that there be more intensive forestry, that private woodlands be improved by the planting of additional trees. The private landowner should clear away patchy growth and worthless culls; he had to practice forestation.

North Carolina had launched a program three years earlier, whereby private owners had been offered site preparation services, through the state forester, on a custom fee basis or through equipment rentals to qualified contractors. Since the beginning of the program, 38,800 acres of forest tree plantations had been established in North Carolina. Scott reported that during the preceding year the billionth seedling from the State Forest Service Nurseries had been planted. The plantings did not include those set out by nurseries operated by pulp and paper industries.

Governor Scott praised the Division of State and Private Forestry of the United States Forest Service, saying the division had been a strong partner to forest service personnel at the state level. He closed by quoting North Carolina's state forester who often said, it was "time to stop preaching and start planting."

WESTERN CORRECTIONAL CENTER

Morganton, November 3, 1972

Governor Scott was present to dedicate the Western Correctional Center in Morganton. He spoke of the pioneering ideas carried out in North Carolina in the area of prison rehabilitation: work release, study release, jobs for ex-offenders, and community volunteer programs. The Western Correctional Center was called "a unique experiment" by the governor, who said the unit would permit the study of advanced theories in rehabilita-

tion. Behavioral modification programs and treatment for young inmates between the ages of sixteen and eighteen were available at the center.

Scott commended the improvements made in the prison system during his administration. His visit to Central Prison in June, 1970, had generated public interest; and he expressed appreciation to the North Carolina Bar Association and to the Jaycees, to churches and community organizations, and to individuals who had worked to improve conditions in the prison system. As a result of the Bar Association's study, changes had been made both administratively and legislatively.

A number of developments were noted by the governor: The Governor's Advisory Committee on Youth Development had reported to the governor on needs with regard to the juvenile system; the North Carolina Jaycees had accepted prison reform as a priority project and had organized chapters in thirty-two penal units; and prisoners on work release were paying taxes, helping support their families, and relieving society of a financial burden. These and other reforms were discussed briefly by Governor Scott.

The need for continued efforts toward rehabilitation was stressed. The speaker said inmates should be protected from acts of aggression on the part of their fellow inmates; they should also be restored to productive lives. The governor suggested: "Prisoners must first be helped to realize their mistakes, to change their attitudes, and to be willing to adjust. Then they must be given as many opportunities as possible to prepare themselves for the changed society to which they will return."

Governor Scott called for help in assisting prisoners in adjustment prior to release and in providing a post-release program of counseling. Though there would always be a hard core of incorrigibles who needed confinement, the governor felt that the number of repeaters could be reduced and that those confined should receive the protection of their rights and dignity.

LEGISLATIVE TASK FORCE OF THE RALEIGH CHAMBER OF COMMERCE

Raleigh, November 14, 1972

Speaking on the topic "North Carolina's Financial State and Outlook," the governor explained sources of income for the Highway Fund and for the General Fund; he elaborated on the fact

that North Carolina had no tolls with the exception of two ferry fees, even though the state had more miles of state-maintained roads than any other state. He continued by discussing the balanced-budget concept under which the state operated.

Scott said he assumed office with the sum of $16,000 in unencumbered funds. Additional funds were sought through new taxes, including those on cigarettes and soft drinks. An expected credit balance as of June 30, 1973, of more than $200 million was, the governor felt, a positive tribute to his administration. Three factors brought the optimistic situation about: a strong rise in the economy, federal revenue sharing, and a policy of conservative estimates on income and liberal estimates on expenditures.

The governor, as director of the budget, was required to prepare a recommended budget for consideration by the 1973 General Assembly. Scott explained that the budget was undergoing review by the Advisory Budget Commission, that his budget would include programs and services essential to progress, that it would involve all the money that could be spent wisely, and that there would be enough left over. He predicted that the new governor "will be able to meet the needs for new and expanded services of essential programs and, if he chooses, recommend measures for tax relief." Scott continued by suggesting several options open to Governor-elect Holshouser: reduction of teacher-student ratio; increase in salaries for teachers and state employees; extension of the school term; acceleration of correctional reforms; provision for more direct patient care in mental health programs and strengthening of the community college system. Scott suggested that Holshouser might also recommend tax relief. In this area he mentioned the possibility of a one-time, 10 percent retroactive tax credit on 1972 income taxes; repeal of some commodity taxes; a credit against income tax for 50 percent of property taxes on inventories paid to local governments by manufacturers; and a credit against individual state income tax for 50 percent of the intangibles tax paid.

The speaker concluded by citing examples of economic progress in North Carolina during his administration: increase of 26.3 percent during the first three years in per capita personal income as compared to the United States average of 21 percent; increase in nonagricultural employment by 14 percent in four years as compared with 6 percent for the nation as a whole; increase by 9.1 percent in manufacturing employment as compared with a 5 percent decline nationally, though the state's population increased

by only 4.2 percent; an increase in average weekly manufacturing wages by 24.4 percent; unemployment just above 3 percent compared with almost 6 percent for the nation; a rank of forty-first in per capita state and local taxes, $336 per person, compared to the United States average of $460; when measured by ability to pay, a rank of thirty-seventh in per capita state and local taxes; administrative costs from each General Fund dollar of only 7 cents; state and local taxes of 92 cents per person per day as compared with $1.26 for the nation; a rank of forty-eighth in per capita state and local debt. Scott cited these and several other examples to support his statement that "The opportunity that now exists for tax relief to be granted to our people, together with the meaningful and substantial progress made during these four years, enable me to complete my term of office with a feeling of accomplishment and satisfaction."

NATIONAL GRANGE

Hartford, Connecticut, November 16, 1972

The governor began by challenging the National Grange to accept responsibility for broad social concerns. Speaking at the one-hundred-and-sixth annual session of the organization, the governor also called on national and state governments to take an active role in planning and policy guidelines for land use. He recalled Theodore Roosevelt's efforts to preserve forests and natural resources, the advent of chemicals to control weeds, and the subsequent disfavor attendant to certain chemicals. He noted that 15 percent of all water pollution came from agriculture, with animal wastes being a major source of trouble. Scott said he had presented to the 1971 North Carolina General Assembly a comprehensive environmental program; one area of concern was that of animal waste. Because of the difficulty in getting a consensus on the problem, a legislative research commission was given the task of studying the problem and making recommendations to the 1973 assembly.

The speaker said that those "in the National Grange must live up to . . . [their] responsibilities as the original environmentalists." He called on members to go behind environmental questions relating to agriculture alone. Only 70 of 450 million acres of cropland could be classified as "soils with the highest productive potential." About half of the prime cropland was in danger of ur-

ban development; far too often prime frontage lands were sold, resulting in an unsuitable pattern of land use. Solutions to urban growth problems had to be found.

Scott reported that the matter of preferential tax treatment for agricultural land had been introduced in five sessions of the North Carolina General Assembly. The legislative research commission was preparing a proposal for 1973 consideration.

North Carolina was also looking at the feasibility of establishing a system whereby lands would be classified; seldom had methods of guiding urban growth succeeded. A State Land-Use Policy, which would "be a declaration of our intent to encourage and facilitate orderly and well-planned development; to encourage the productive, economical and beneficial use of land resources with minimum damage to the environment," was being formulated. The state was also looking into the idea of regional public land agencies.

Scott remarked that most of the major problems concerning use of land took place at the fringe of urban areas. He said farmers could not stand by in silence, that the impact of urban development reached beyond those particular ones whose lands were in danger. "The economic, social, cultural, and political interactions between rural and urban are so strong that we cannot afford to think only in terms of farm problems or city problems." Scott concluded by observing, "We must be aware of what is happening and provide our best judgment in shaping future plans and policies."

GROUND-BREAKING FOR NEW STATE RECORDS CENTER

Raleigh, December 13, 1972

[Governor Scott's interest in the activities of the Office of Archives and History was shown in many ways throughout his four-year administration. Thanks to his personal intervention, money was appropriated by the 1971 General Assembly for a new State Records Center. The site selected was adjacent to the Archives and History-State Library Building; the governor was present to make a brief speech on the occasion of the ground-breaking for the new structure.]

If all the records of state government in Raleigh were placed in one row alongside U.S. 70 East, they would reach from this

spot to Goldsboro. Or, if placed along U.S. 70 West, they would stretch from here to Siler City. Or, if they were packed in four-drawer filing cabinets, they would occupy 40,000 cabinets costing about $2.5 million. At today's rental prices, the cost of space to house and service these records would be in the neighborhood of $1 million per year.

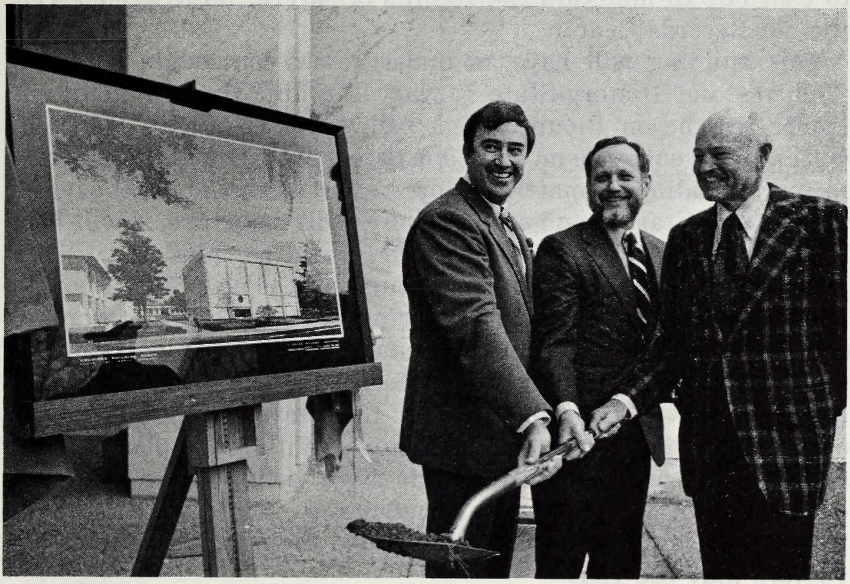
I mention these statistics to emphasize a little known fact: Record-keeping is a big and expensive business in state government. The new building which will occupy this spot is just another step in a program started twenty years ago to minimize the costs of records maintenance.

The present State Records Center, located at West Lane and North McDowell streets, was opened in 1953 at a cost of $375,000 for the land and building. It provides facilities for inventorying and scheduling, low-cost storage and retrieval, microfilming, identification of essential or historically important records, and destruction of records when they are of no further value for administration or research. Schedules—that is, a timetable for the transfer or disposal of records—have been devised since 1953 for eighty-nine state agencies.

Under these schedules, approximately 150,000 cubic feet of records have been moved from filing equipment and expensive office space in other state buildings to the Records Center where they are housed and serviced at a cost avoidance of $11.64 per cubic foot per year. Furthermore, over 80,000 cubic feet of records of no further value have been destroyed, resulting in a cost avoidance of $12.65 per cubic foot per year. In addition, nearly 75 million documents have been microfilmed, releasing almost 3,800 filing cabinets and 23,000 square feet of office space. Combined, these actions on the part of the Office of Archives and History have prevented the expenditure of more than $2 million in equipment and space since 1953.

It should be emphasized, however, that economy is only one objective of Archives and History's records maintenance program, which is recognized nationally for its effectiveness. An even more important result is the assurance of an orderly program of evaluating the administrative and historical significance of specific series of records and of providing for their preservation only during their usefulness. Thus, what at first glance appear to be incompatibles—preservation and destruction—are in fact partners in this program of immense importance to the state.

Even while I was lieutenant governor, I became aware of this program so little known to most officials in state government.



Symbolic ground-breaking ceremonies for the new Records Center were held on December 13, 1972. Left to right, Governor Scott; Dr. H. G. Jones, administrator, Office of Archives and History; and F. Carter Williams, architect.

It was not until 1971, however, that I was able to persuade the Advisory Budget Commission to include funds for an additional building. As Dr. Jones[216] has indicated, it took a lot of "selling" to persuade the General Assembly not to delete the funds for this, the only state building in Raleigh authorized by that session. The justification is simple: The building will pay for itself in savings in space and equipment made available for other purposes in the various agencies. Since the present Records Center is filled, without the additional building we would simply have to leave thousands and thousands of cubic feet of records in expensive housing. We look upon this new structure, therefore, not as an expense but as an investment.

The new Records Center, to rise on this spot, will provide one floor of offices and work areas and seven levels of shelving for state records. In all, there will be about 50,575 square feet of space, and the storage areas will accommodate approximately 125,000 cubic feet of records. There will be special areas of microfilm and tape storage. Even so, Archives and History will have

[216] H. G. Jones, state historian and administrator of the Office of Archives and History.

to continue to maintain the records of several large agencies in the old Records Center.

This building will have an underground connection with the Archives and History-State Library Building, but its main entrance will be on Blount Street facing the Executive Mansion, with a truck entrance on the Lane Street side. It will be sheathed in marble siding to match the present building. Thus, though it will be a utilitarian and economically built structure, it will be a handsome addition to our state government complex.

Before symbolically breaking ground for the new State Records Center and showing you a rendering of its exterior, I want to commend the Office of Archives and History—and particularly the staff of the State Records Section of the Division of Archives and Records—for developing over the years a program which other states look upon as an example. With this splendid new building, the program will become more visible to the people of our own state who will be its beneficiaries. Would all staff members of the State Records Section raise their hands so that our visitors may see you?

I would like to ask Carter Williams,[217] the architect, to join us in "unveiling" a rendering of the building, after which I hope you will come by for a look as we conclude this little ceremony. I now ask Secretary Sam Ragan[218] and Dr. Jones to help me in lifting the first shovel of dirt.

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[217] Fred Carter Williams (1912-), architect from Raleigh; B.S. in architectural engineering, North Carolina State; B.S. in architectural design, University of Illinois; assistant professor, North Carolina State, 1939-1941; principal in firm of F. Carter Williams, architects, of Raleigh; architect for Archives and History-State Library Building and other major structures. *Who's Who in America, 1972-1973*, II, 3422.

[218] Samuel Talmadge Ragan (1915-), newspaper editor from Southern Pines; A.B., Atlantic Christian; newspaperman in North Carolina and Texas since 1936; associated with Raleigh *News and Observer*, 1948-1969, holding post of executive editor of *News and Observer* and the *Raleigh Times*, 1957-1969; editor and publisher of the *Pilot* of Southern Pines since 1969; named first secretary of the Department of Art, Culture and History, serving from February, 1972, until January, 1973. *Who's Who in America, 1972-1973*, II, 2575; "Friend of History," *Carolina Comments*, XX (March, 1972), 28; "New Secretaries Sworn In," *Carolina Comments*, XXI (March, 1973), 25.

OMITTED SPEECHES AND ADDRESSES

[During his four years in office, Governor Scott appeared on such a large number of programs that it is impossible to include even a brief summary of all of his speeches. A sizable number of them are referred to in headnotes or in summaries of other speeches, and these are listed on pages 513-517. In addition to addresses printed in full, summarized in this volume, or cited in headnotes, the following 229 speeches for which there was written text were delivered. There were still other occasions at which the governor gave brief remarks without having a prepared manuscript.]

1969

February 23, Founders Day Program, Elizabeth City
March 5, Elon College Founders' Day Convocation, Elon College
March 12, Committee on Employment of the Handicapped, Raleigh
March 21, State Democratic Women's Luncheon, Raleigh
March 24, Democratic Fund-Raising Dinner, Greenville, South Carolina
March 25, A Forum on the Emotionally Disturbed Child, Raleigh
April 10, Awards Luncheon of the North Carolina State Mother's Association, Raleigh
April 16, Cameron Brown Ground-Breaking Ceremonies, Raleigh
April 18, Coastal Plains Development Association Housing Fair, Wilson
April 21, Allied Chemical Announcement, Raleigh
April 23, Remarks at News Conference, Charlotte
April 23, Observance of National Library Week, Raleigh
April 23, Forty-ninth Convention of the North Carolina Congress of Parents and Teachers, Charlotte
April 30, Salute to Industry Banquet, Fayetteville
May 5, Thirty-fourth Annual Convention, North Carolina Automobile Dealers Association, Pinehurst
May 20, Unveiling of Plaques in State House, Raleigh
May 25, "The World 600" Stock Car Race, Charlotte
June 1, Commencement, University of North Carolina at Greensboro, Greensboro
June 1, Commencement, University of North Carolina at Charlotte, Charlotte
June 5, Order of Demolay, Raleigh
June 21, American Legion, North Carolina Department, Fiftieth Anniversary Banquet, Winston-Salem

June 21, Dedication for King District Water System, Inc., King
June 22, Southern Association of State Departments of Agriculture, Nags Head
June 25, Forty-first State Convention, Future Farmers of America, Raleigh
June 30, Presentation of Safety Award to Westinghouse, Raleigh
July 1, Remarks to Democratic Senate Members, Raleigh
July 16, Service Award Recipients of State Highway Commission, Raleigh
July 18, Monroe-Union County Chamber of Commerce—Union County Industrial Appreciation Dinner, Monroe
July 18, Conference for Two-Year College Teams (delivered by Dr. W. L. Turner), Boone
July 26, Dedication of New Bank of Granite Falls Building, Granite Falls
August 3, Dedication of Terry and Margaret Rose Sanford Hall, Boone
August 5, Seminar on "Potential for High Technology Industry in the Coastal Plains Region," Raleigh
August 26, Ground-Breaking Ceremonies for Raleigh Industrial Park, Raleigh
August 28, General News Conference, Raleigh
September 10, Chamber of Commerce Dinner, Plymouth
September 11, Conservation and Development Board Meeting, Kinston
September 20, Moores Creek Battleground Association, Seventeenth Anniversary Celebration, Currie
September 23, North Carolina Council of the National Council on Crime and Delinquency, Greensboro
September 24, Star Teacher Program, Shelby
September 24, Annual Conference of the Governor's Committee on Employment of the Handicapped, Greensboro
September 29, Remarks before Students of King College, Bristol, Tennessee
October 1, Dedication of Wilkes Community College, North Wilkesboro
October 2, Breakfast to Kick Off Co-op Month, Raleigh
October 3, Announcing Joint Manpower Training Program
October 4, Vance-Aycock Dinner, Asheville
October 9, Soil Conservation Society of America, Burlington
October 10, Newspaper Boy Day Luncheon, Raleigh
October 11, Sylvania Plant, Smithfield

October 12, Layman's Sunday, First Presbyterian Church, Ahoskie
October 13, Kindergarten—Early Childhood, Winston-Salem
October 14, Remarks Accepting Communications Exhibit from Southern Bell Telephone and Telegraph Company, Raleigh
October 15, Ground-Breaking Ceremony for Branch Banking and Trust Company's Home Office Building, Wilson
October 31, "Nickels for Know How" Luncheon, Raleigh
November 3, "The Role of the State in Housing," New Perspectives in Housing and Redevelopment Workshop, Raleigh
November 6, "Live and Learn" Banquet, Raleigh
November 9, North Carolina Student Council Congress Convention, Raleigh
November 10, Charlotte Chapter, Executives' Secretaries, Charlotte
November 11, Retail Food Industry Awards Dinner, Raleigh
November 14, Mary Duke Biddle Gallery for the Blind, Raleigh
November 15, Young Democrats Convention, Raleigh
November 18, North Carolina Farm Bureau Federation, Durham
November 26, Burlington Kiwanis Club, Burlington
December 2, St. Andrew's Society, Savannah, Georgia
December 19, Special News Conference, Raleigh

1970

January 4, Advisory Committee of Public University Presidents and Chancellors to the Board of Higher Education, Raleigh
January 17, YDC Installation Ceremony, Winston-Salem
January 20, Annual Meeting of the North Carolina Association of Soil and Water Conservation Districts, Raleigh
January 21, North Carolina's Delegates to the National Rivers and Harbors Congress, Raleigh
January 22, Thirty-sixth Annual Convention, North Carolina Dairy Products Association, Pinehurst
February 2, "Defining the Needs of the States in Coastal Zone Development," San Diego, California
February 11, Dedication of Sandhills Mental Health Center, Pinehurst
February 12, Awards to Dick Herbert and Ted Williams, Twentieth Annual Hot Stove League Banquet, Raleigh

February 13, Quarterly Meeting of the Board of Conservation and Development, Boone
February 20, North Carolina Warm Air Heating and Air Conditioning Contractors Association, Raleigh
March 2, Mid-year Meeting of the Tarheel Electric Membership Association, Durham
March 11, Formal Opening of 1970 Tobacco Growers Trade Fair, Rocky Mount
March 11, Training Session for Highway Patrolmen, Raleigh
March 12, Coastal Processes and Shore Protection Seminar, Wrightsville Beach
March 13, Dedication of Walter B. Jones Alcoholic Rehabilitation Center, Greenville
March 13, Twelfth Annual Industrial Arts Conference for School Administrators, Greenville
March 19, Awards Ceremony, Governor's Committee on Employment of the Handicapped, Raleigh
March 24, "Opportunities for State Leadership in Rural Development," Conference on Rural Development, Raleigh
March 25, Presentation of Citation for Distinguished Citizenship to Howard Holderness, Greensboro
March 26, Conclusion of Training Course for State Highway Patrol Supervisory Personnel, Durham
April 8, State Government Department Heads, Raleigh
April 10, Meeting of North Carolina Marine Science Council, Raleigh
April 11, Centennial Celebration, Mt. Olive
April 14, North Carolina Pharmaceutical Association, Charlotte
April 18, Coast Guard Day, Morehead City
April 20, Annual Meeting of Governor's Beautification Committee, Raleigh
April 22, Annual Convention, North Carolina Federation of Women's Clubs, Winston-Salem
April 24, North Carolina Symphony's Western Ball, Asheville
April 24, Inaugural Ceremonies of Herbert Walter Wey as Fourth President of Appalachian State University, Boone
May 2, North Carolina Baptist State Youth Convention, Greensboro
May 7, State Employees Week in North Carolina, Raleigh
May 9, Seventy-fourth Annual Convention of the North Carolina Bankers Association, Pinehurst
May 30, Commencement, North Carolina State University, Raleigh

May 31, Commencement, University of North Carolina, Charlotte
May 31, Commencement, University of North Carolina, Greensboro
June 1, Commencement, University of North Carolina, Chapel Hill
June 5, Eighty-third Annual Commencement of Campbell College, Buies Creek
June 5, Eastern Division Spring Meet of the Antique Automobile Club of America, Chapel Hill
June 6, Centennial Celebration, Hickory
June 6, Commencement, University of North Carolina, Asheville
June 7, Commencement, University of North Carolina, Wilmington
June 22, North Carolina's Fiftieth Anniversary Celebration of Vocational Rehabilitation, Raleigh
July 14, State Democratic Convention, Raleigh
July 22, Southern Regional Environment Conservation Council, Raleigh
July 24, "Sherry Dennison and Glenda Fulghum Day," Goldsboro
July 29, Planning Session for Governor's Conference on Children and Youth, Raleigh
August 11, Statement on the Development of a National Land-Use Policy, Osage Beach, Missouri
August 12, National Governor's Conference during a Report of the Rural and Urban Development Committee, Osage Beach, Missouri
August 15, Dinner for Patrons of Montreat, Montreat
September 10, Remarks before the Good Neighbor Council, Raleigh
September 14, Kiwanians from North Carolina and South Carolina Attending the Golden Anniversary Convention of the Carolinas District of Kiwanis International, Pinehurst
September 15, Single Topic Press Conference to Announce Membership of Citizens' Committee to Promote Passage of Constitutional Amendments, Raleigh
September 18, Cliff Blue for Congress Rally, Sanford
September 22, Southern Governors' Conference, Biloxi, Mississippi
September 28, Sixty-third Annual Convention, North Carolina Association of County Commissioners, Wilmington
September 30, Opening of "North Carolina Museum of Art's Exhibition Number One from the Permanent Collection," Raleigh

October 1, Carolinas Chapter, Financial Executive Institute, Greensboro
October 6, Four-County Democratic Rally (Ashe, Alleghany, Surry, Stokes), Pilot Mountain
October 6, Sixty-first Annual Convention, North Carolina League of Municipalities, Winston-Salem
October 8, Forty-ninth Annual Convention, North Carolina Association of Realtors, Asheville
October 12, Annual Convention, North Carolina Association of Broadcasters, Fayetteville
October 15, Dedication of Weaver Laboratories, North Carolina State University, Raleigh
October 15, Ninth Congressional District Rally, Charlotte
October 17, Ceremonies Dedicating the New Visitor Center at Bath State Historic Site, Bath
October 23, Three-County (Jackson, Swain and Transylvania) Democratic Party Rally, Brevard
October 27, Fiftieth Anniversary Celebration, North Carolina Extension Homemakers Association, Raleigh
October 29, LINC Board of Directors
October 29, International Exchange of Technology, Raleigh
November 4, Dedication of New Geology Building, Durham Children's Museum, Durham
November 5, Fiftieth Annual Meeting, North Carolina Association of Colleges and Universities, Winston-Salem
November 9, Fiftieth Anniversary Celebration, Carolinas Branch of the Associated General Contractors of America, Inc., Boca Raton, Florida
November 12, Governor's Conference on Health Priorities, Raleigh
November 18, Dedication of New Facilities, State Bureau of Investigation, Raleigh
November 20, Thirtieth Anniversary Meeting, South River Electric Membership Corporation, Fayetteville
December 5, Hope Appreciation Luncheon (Following the Dedication of the Samuel Cox House, Hope Plantation), Windsor
December 8, Pre-White House Conference on Aging, Raleigh
December 9, North Carolina Governor's Award Presentation, Raleigh

1971

January 12, Alamance Industrial Management Club, Burlington
January 22, Winston-Salem Bible Class, Winston-Salem
January 31, Dedication Ceremonies for Parkview Terrace, Lumberton
February 13, Third Annual North Carolina Jaycees Governor's Prayer Breakfast, Raleigh
March 4, Rural Electric Action Program (REAP) Breakfast, Raleigh
March 8, "John Henley Day" Dinner, Hope Mills Lions Club, Hope Mills
March 12, Luncheon of "Third Continental Congress" American Revolution Bicentennial Commissions, Raleigh
March 15, Awards Banquet, Travel Council of North Carolina, Raleigh
March 18, Awards Ceremony, Governor's Committee on Employment of the Handicapped, Raleigh
March 23, Dinner Launching 1971 Growth Campaign of Occoneechee Council, Boy Scouts of America, Raleigh
April 6, Luncheon Following North Carolina Cooking Contest, Raleigh
April 6, Announcing Report by North Carolina Manpower Development Corporation, Raleigh
April 16, Quarterly Meeting, State Board of Conservation and Development, Durham
May 3, "The Importance of Being Unique," Spring Awards Convocation, Davidson
May 4, American Business Women's Association "Boss Night" Banquet, Raleigh
May 7, Fifth Annual Golden Star Awards Program, Wilmington
May 11, Meeting of Sir Walter Cabinet, Raleigh
May 13, Dedication of New Cleveland County Memorial Library, Shelby
May 13, "Victory Dinner," Boiling Springs
May 16, Commemoration of Battle of Alamance, Burlington
May 17, State Advisory Council on Vocational Education, Raleigh
May 20, Presentation of Dan K. Moore Documentary, Raleigh
May 22, North Carolina-South Carolina Associated Press News Council, Wrightsville Beach

June 22, Opening of the "Evolution of Firearms" Exhibit, North Carolina Museum of History, Raleigh
June 22, Dinner Honoring David Marshall ("Carbine") Williams, Raleigh
July 15, Press Conference for African Ambassadors, Raleigh-Durham Airport
July 19, Dedication of Eastover Little League Park, Fayetteville
July 25, Dedication of Canton Municipal Building, Canton
July 25, Dedication of Old Fort Museum, Old Fort
July 26, North Carolina Sheriffs' Association's Annual Conference and Retraining Session, Wilmington
July 30, Dedication of Masonboro State Park, Carolina Beach
August 13, Sixty-fourth Annual Convention, North Carolina Association of County Commissioners, Asheville
September 19, Dedication of Activities Building and Two Cottages, Elon College
September 30, Young Men's Christian Association Luncheon, Greensboro
September 30, North Carolina Jaycees Area "A" Regional Meeting, Apex
October 6, Environmental Health Section, North Carolina Public Health Association, Winston-Salem
October 13, Fall Convocation at Kittrell College, Kittrell
October 17, One-hundred and Seventy-fifth Anniversary Observance of the Town, Milton
October 18, Driver License Examiners In-Service Training School, Chapel Hill
November 4, Law Enforcement and Communications Association, Greensboro
December 4, North Carolina Association of Teen-Dem Clubs, Greensboro
December 28, North Carolina Youth Grange, Apex

1972

January 10, Annual Civic Awards Banquet of the Town, Clayton
January 19, Luncheon Meeting of State Board of Youth Development, Raleigh
February 18, Oath-Taking Ceremony for Sam Ragan, Raleigh
February 19, Dedication of Everett N. Case Center, Raleigh

February 27, Fourth Annual North Carolina Jaycees Governor's Prayer Breakfast, Raleigh
March 4, Jefferson-Jackson Day Dinner, Raleigh
March 18, Guilford County Chapter, Reserve Officers' Association, Greensboro
March 23, Awards Ceremony, Governor's Committee on Employment of the Handicapped, Raleigh
March 25, Baptist Men and Boys' Brotherhood Convention, Raleigh
March 28, Oath-Taking Ceremony for George W. Randall, Raleigh
March 28, Oath-Taking Ceremony for John A. Lang, Jr., Raleigh
March 30, Twenty-fifth Annual Elkin Kiwanis Club "Spring Festival," Elkin
April 25, Centralina Council of Governments' "Regionalism in Review" Program (delivered by Dr. William L. Turner), Charlotte
April 25, Driver License Division, American Association of Motor Vehicles Administrators (delivered by Fred M. Mills, Jr.), Raleigh
April 27, Mid-East Economic Development Commission (delivered by Leigh H. Hammond), Murfreesboro
April 28, Annual Meeting, North Carolina Rural Safety Council (delivered by Weldon B. Denny), Raleigh
May 3, Annual Convention of the National Art Educators Association, Raleigh
May 6, Snow Camp Historical Drama Society Ground-Breaking Ceremony, Snow Camp
May 15, Small Business Man of the Year Awards Program, Raleigh
June 12, Seventieth Annual Meeting, North Carolina Merchants Association, Greensboro
June 13, Funeral Directors and Morticians Association of North Carolina, Raleigh
June 13, Two-hundred and Fiftieth Anniversary Celebration of the Town, Edenton
June 21, Dedication of the Grinnells Animal Health Laboratory, Raleigh
June 24, Dedication of Montgomery Memorial Hospital, Troy
June 26, American Society of Farm Managers and Rural Appraisers, Greenville
June 30, National Parks Centennial-Blue Ridge Parkway Association, Blue Ridge Parkway

August 9, Lifeliners International Convention, Raleigh
August 12, Annual Convention, North Carolina Association of County Commissioners, Pinehurst
August 14, Assembly of the General Baptist Convention of North Carolina, Raleigh
August 15, Appreciation Banquet for Gwyn B. Price, Durham
August 28, Special News Conference, Raleigh
September 8, Presentation of "Governor's Award" to the Town, Belhaven
September 15, Dedication, Superior Continental Corporation Headquarters Building, Hickory
September 25, Presentation of Citation to G. Michael Smith, Raleigh
September 25, Fayetteville Area Chamber of Commerce, Highway Dedication Dinner, Fayetteville
September 28, Industrial Announcement Luncheon, Raleigh
September 29, Asheville-Buncombe Citizens Committee for Better Schools, Asheville
October 4, Democratic Party Rally, Danville, Virginia
October 6, Commencement Exercises, Fifty-second Highway Patrol Basic School, Chapel Hill
November 1, Meeting of County Chairmen, American Revolution Bicentennial Commission, Raleigh
November 4, Mid-Year Meeting, North Carolina Jaycees, Greensboro
November 15, National Conference of Editorial Writers, Charlotte
November 16, One-hundred and Sixth Annual Session, National Grange, Hartford, Connecticut
November 29, Burke County Chamber of Commerce, Morganton
December 1, Senior Citizens Tours News Conference, Raleigh
December 6, North Carolina Dairy Herd Improvement Association, Greensboro

SPEECHES CITED IN HEADNOTES OR IN SUMMARIES

[In a number of instances brief reference to other speeches delivered by Governor Scott has been made in headnotes or in summaries. No attempt has been made to list statements used in this way, but information from the following speeches was incorporated in some manner in headnotes or summaries.]

1969

March 7, Statement before Subcommittee on Economic Development, Committee on Public Works, United States Senate, Washington, D.C., used in headnote to April 15, 1969, Statement before Committee on Public Works, House of Representatives, Concerning Coastal Plains Regional Commission, Washington, D.C.

March 14, Executive Committee, University of North Carolina Trustees, Raleigh, used in headnote to Conference on Campus Crisis, July 16, 1969, Chapel Hill

April 9, Official Dedication of Lufkin, Apex, cited in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

April 11, Graduation Exercises—The Executive Program, Chapel Hill, used in headnote to Conference on Campus Crisis, July 16, 1969, Chapel Hill

May 23, Conservation and Development Board Meeting, Charlotte, used in headnote to Conference on Campus Crisis, July 16, 1969, Chapel Hill

July 30, Dedication of Mobile Home Plant at Robbins, cited in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

August 6, Subcommittee on Oceanography, Committee on Merchant Marine and Fisheries, United States House of Representatives, Washington, D.C., used in headnote to Comments at a Session on "Oceanographic Research and Development" at the Southern Governors' Conference, September 17, 1969, Williamsburg, Virginia

August 6, North Carolina Agribusiness Trade Mission to the Far East, Washington, D.C., used in headnote to Seminar on Industrial and Trade Expansion, October 19, 1972, Tokyo, Japan

August 8, Dedication of Onslow Bridge, Jacksonville, used as headnote to Dedication of 6.4-Mile Segment of I-40 from West Asheville to Luther, October 24, 1970, Luther

September 23, Dedicatory Address, Burlington Industries Transportation Center, Burlington, cited in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

October 16, Dedication of Omark Plant, Zebulon, cited in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

November 7, Abbott Laboratories, Rocky Mount, cited in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

December 5, Opening of Allied Mills' Plant, Selma, cited in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

December 10, Opening of Rockwell Manufacturing Company's New Plant and Office Addition, Raleigh, cited in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

1970

January 17, YDC Installation Ceremony, Winston-Salem, used in headnote to Democratic Party News Conference speech, October 17, 1969, Raleigh

April 3, "Welcome Luncheon" for Officials of Black & Decker Manufacturing Company, Tarboro, cited in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

April 29, Dedication of New Plant of General Products Division Fram Corporation, Henderson, cited in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

May 5, Grand Opening of Winston Mobile Homes, Bunn, cited in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

May 29, Governor's Committee on the Reorganization of State Government, Raleigh, used in headnote to North Carolina Lions Clubs' Annual Convention, June 8, 1970, Durham

August 27, Single Topic Press Conference to Announce Membership of North Carolina Penal System Study Committee, Raleigh, used in headnote to North Carolina Bar Association, June 19, 1970, Myrtle Beach, South Carolina

September 2, Ground-Breaking Ceremony for Crompton & Knowles Corporation's Plant, Burlington, cited in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

September 16, Dedication of Rishel Furniture Company's Wood Technique Division, Louisburg, cited in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

October 30, Dedication of Burroughs Wellcome & Company's New Manufacturing Facilities, Greenville, cited in headnote

to Industrial Announcement Luncheon, Raleigh, September 28, 1972

December 15, Dedication of Twenty Miles of Interstate 85 in Cabarrus and Rowan Counties, Concord, used in headnote to Dedication of 6.4-Mile Segment of I-40 from West Asheville to Luther, October 24, 1970, Luther

1971

February 12, North Carolina Penal System Study Commission, Raleigh, used in headnote to North Carolina Bar Association, June 19, 1970, Myrtle Beach, South Carolina

March 4, Announcing Cochairmen of National Citizens Committee for Revenue Sharing, National Press Club, Washington, D.C., used in headnote to Statement before the Committee on Ways and Means, United States House of Representatives, June 15, 1971, Washington, D.C.

March 15, Accepting Interim Report of North Carolina Penal System Study Committee, Raleigh, used in headnote to North Carolina Bar Association, June 19, 1970, Myrtle Beach, South Carolina

April 19, Presentation of "Governor's Award" to Town of Mebane, used in headnote to Presentation of North Carolina Governor's Award to Laurinburg and Marion, April 6, 1970, Raleigh

May 5, Dedication of Grifton-Greenville Segment of North Carolina Highway 11, Grifton, used in headnote to Dedication of 6.4-Mile Segment of I-40 from West Asheville to Luther, October 24, 1970, Luther

May 19, Dedication of Gwyn McNeil Bridge over Yadkin River, Elkin-Jonesville, used in headnote to Dedication of 6.4-Mile Segment of I-40 from West Asheville to Luther, October 24, 1970, Luther

June 9, Luncheon of Piedmont Associated Industries in Support of "Jobs for Ex-Offenders Program," Greensboro, incorporated in summary of Charlotte Chamber of Commerce Coffee Club Meeting, March 25, 1971, Charlotte

August 24, Dedication of the B. Cameron Langston Bridge, Emerald Isle, used in headnote to Dedication of 6.4-Mile Segment of I-40 from West Asheville to Luther, October 24, 1970, Luther

September 21, Dedication of Section of U.S. Highway 74, Union-

Anson County Line, Marshville, used in headnote to Dedication of 6.4-Mile Segment of I-40 from West Asheville to Luther, October 24, 1970, Luther

November 19, Dedication of Unifi, Inc., Plant, Rocky Mount, cited in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

1972

January 15, North Carolina Association of Teen-Dem Clubs, Greensboro, incorporated in summary of North Carolina State Youth Conference of the NAACP, February 12, 1972, Chapel Hill

February 7, National Boat Works, Inc., Announcement Dinner, Greenville, cited in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

April 19, Opening of the John Wright Stanly House, New Bern, used in headnote to summary of Bicentennial Celebration of the Completion of the Tryon Palace and the Twenty-fifth Anniversary of the Tryon Palace Commission, October 20, 1970, New Bern

April 22, Dedication of Minnesott-Cherry Point Ferry Service, Minnesott Beach, used in headnote to Christening of Two Ferries: The *Herbert Bonner* and the *Ocracoke*, June 26, 1970, James City

May 1, Accepting Bar Association Report on North Carolina's Juvenile Correction System, Raleigh, used in headnote to North Carolina Bar Association, June 19, 1970, Myrtle Beach, South Carolina

May 23, Dedication of the "J. Elsie Webb Thoroughfare," Rockingham, used in headnote to Dedication of 6.4-Mile Segment of I-40 from West Asheville to Luther, October 24, 1970, Luther

May 25, Dedication of Schlage Lock Company, Rocky Mount, cited in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

June 6, "The Role of the States in National Growth," Sixty-fourth Annual Meeting of the National Governors' Conference, during Business Session on "The Role of the States in National Growth," Houston, Texas, used in headnote to "What Do You

Say to the Josh Hasketts?" Third Annual Symposium of the L. Q. C. Lamar Society, April 21, 1972, Birmingham, Alabama

June 9, Graduation Exercises of the Institute of Correctional Administration, Raleigh, used at end of summary of speech to Graduating Class of East Carolina's First Institute of Correctional Administration, August 4, 1970, Greenville

June 16, Remarks to Final Meeting of Board of Higher Education, Raleigh, used in headnote to State Higher Education Executive Officers, August 1, 1972, St. Louis, Missouri

August 28, Industrial Development Luncheon, Raleigh, cited in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

September 6, Restructuring Higher Education/Curricular Reform, Hilton Head Island, used in headnote to State Higher Education Executives Officers, August 1, 1972, St. Louis Missouri

September 21, Dedication of Formex Division of the Huyck Corporation, Wake Forest, cited in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

September 29, Dedication of Durham-Henderson Segment of Interstate 85, Henderson, used in headnote to 6.4-Mile Segment of I-40 from West Asheville to Luther, October 24, 1970, Luther

October 13, State Board of Conservation and Development, Raleigh, used in headnote to Seminar on Industrial and Trade Expansion, October 18, 1972, Tokyo, Japan

October 19, Seminar on Industrial and Trade Expansion, Tokyo, Japan, used in headnote to Seminar on Industrial and Trade Expansion, October 18, 1972, Tokyo, Japan

October 31, Sixty-third Annual Convention of the North Carolina League of Municipalities, Greensboro, used in headnote to Statement before the Committee on Ways and Means, United States House of Representatives, June 15, 1971, Washington, D.C.

November 16, Huyck Corporation Dinner, Albany, New York, used in headnote to Industrial Announcement Luncheon, Raleigh, September 28, 1972

November 29, Dedication of New Bridge Spanning the Catawba River, Rhodiss, used in headnote to Dedication of 6.4-Mile Segment of I-40 from West Asheville to Luther, October 24, 1970, Luther

EXECUTIVE ORDERS, PROCLAMATIONS, AND DIRECTIVES

[Executive orders and proclamations included herein are selections from a larger number issued by Governor Scott. Space limitations prevented use of all of the issuances. A directive, distributed as an attachment to a memorandum addressed to all department secretaries, was of major significance because it dealt with the governor's concern for equal opportunity for all citizens of North Carolina. This document is also included in this section.]

CONCERNING OPEN MEETINGS

EXECUTIVE ORDER

Number 1, January 16, 1969

[There had been much criticism of state government because of the tendency to hold closed sessions of various boards and commissions. The following executive order was issued in an attempt to encourage open meetings in state government.]

WHEREAS, in this the beginning of a new administration of our state government, an administration pledged to serving all North Carolinians with effective, meaningful government;

AND WHEREAS, government serves best when the people participate both directly and through the news media,

AND WHEREAS, openness in government can bring about more informed discussion that is essential to the growth of our state,

NOW THEREFORE, I, Robert W. Scott, governor of North Carolina, under and by virtue of the authority vested in me, do hereby instruct those agencies and departments responsibile to me to conduct their meetings open and in the public; and I urge other state departments as well to adopt an open door policy so that our citizens will fully be informed.

Done at Raleigh, North Carolina, this sixteenth day of January, 1969.

SEAL

Robert W. Scott
Governor of North Carolina

ELECTRONIC DATA PROCESSING SYSTEMS

EXECUTIVE ORDER

Number 2, March 25, 1969

WHEREAS, the State of North Carolina, along with the several other states, has in recent years come to rely increasingly on the versatility and utility of electronic data processing systems. This present extensive use of EDP systems and anticipated expansion of their use in state government involves, however, a considerable expenditure of funds and personnel effort. Problems inherent in the coordination and administration of such a program have been recognized by the North Carolina EDP Advisory Committee which has recommended means of achieving an effective, total sense of direction. Those means are the subject of this directive.

AND WHEREAS, under the provisions of Chapter 143, Article 1, Section 2 of the Executive Budget Act and Article 36 establishing the Department of Administration, the director of the Department of Administration is hereby authorized and directed to prepare, implement, and maintain a coordinated statewide plan to guide all state agencies and institutions in the development of automated data processing systems, data communications systems, and information systems in accordance with the overall needs of state government.

NOW THEREFORE, the director of administration is further authorized and directed, in the implementation and maintenance of the data processing plan, to take such steps as he considers appropriate for the coordinated and efficient utilization of both EDP equipment and personnel; to develop and establish a comprehensive statewide program for the training of management and technical personnel in the techniques of data processing and information systems; to establish and install standards for computer and data processing systems development, equipment operation, and computer programming; and, in adherence to state laws of purchase and contract, develop policies, rules, and procedures for procurement and disposition of EDP equipment.

The director is empowered to appoint a state director of data processing and information systems, and to establish a Section of Data Processing and Information Systems within the Department

of Administration; and he may delegate to the director of data processing any duties of the director of administration described in the foregoing paragraphs.

The North Carolina EDP Advisory Committee has rendered valuable service to the Department of Administration during the past year in matters treated in this directive and should be continued but redesignated the "Governor's Committee on Data Processing and Information Systems." Membership on this committee shall be limited to twelve voting members and a like number of associate members. The present membership may be continued for the balance of this calendar year at which time the voting members shall be appointed or reappointed by the director of administration with the approval of the governor for a term of two years from the ranks of leaders in the field of data processing in North Carolina businesses and industries with the associate members appointed from within state government. Included in the associate member group shall be the state treasurer, the state auditor, the state personnel director, and the state purchasing officer or their designees and the state director of data processing and information systems who shall serve the committee as secretary. The stated purpose of the committee is to advise the governor and the director of administration in policy and administrative matters in the areas here dealt with.

The director of administration shall issue such further directives as may be necessary and consistent with the purposes heretofore enumerated. All prior directives, orders, or memorandums inconsistent herewith are revoked.

Done at Raleigh, North Carolina, this twenty-fifth day of March, 1969.

SEAL

Robert W. Scott
Governor of North Carolina

MULTICOUNTY PLANNING REGIONS

EXECUTIVE ORDER

Number 3, May 7, 1970

[In a statement issued to accompany the third Executive Order of the Scott Administration, Governor Scott pointed out the fact that there

was already a variety of private and public planning and development organizations in the state. He noted that North Carolina had been divided in more than seventy ways by state agencies for special purposes; the time for a more orderly approach was at hand. Scott pointed out the fact that economic communities often encompassed more than one county, that there was a trend toward decentralization of industry, that the distinction between rural and urban America was becoming less meaningful. In 1969 the General Assembly had authorized the North Carolina Department of Administration to work with the counties, cities, towns, and federal agencies to develop a system of multicounty planning regions.

The governor said, "The following factors were used in reaching a tenative decision about where boundaries should be established:

1. The economic and social interrelationships between urban centers and the surrounding areas,
2. Existing cooperative programs among counties and municipalities,
3. At least three counties in each region,
4. A population base of at least 100,000 people in each region, and
5. The existence of mountain ranges or rivers that might separate one region from another."

In carrying out the function of the planning group, people from all levels of government had been involved. Scott noted that over 2,000 local government officials and other leaders had been polled for their opinions. Dr. William L. Turner, director of the Department of Administration, had appointed an advisory committee to work with the State Planning Division in reaching final decisions on boundaries. Scott said that the advisory committee would continue to be active.

Statutory authority existed for five types of multicounty organizations, including joint planning arrangements among local planning boards, G.S. 160-22 and G.S. 153-9(40); regional planning boards (G.S. 153-276); economic development commissions (G.S. 158-8); planning and economic development commissions (G.S. 158-8); and council of local governments (G.S. 160-77.1). Scott indicated that the 1971 General Assembly might review the situation and see what additional legislation was necessary to make the planning regions function effectively. He emphasized the fact that the system of planning regions would help achieve the goal of modernizing and streamlining government and would enable the state to speak with a stronger voice in federal matters. He felt that the planning and development regions would serve as the foundation for such strength.]

WHEREAS, the effective implementation of local, state, and federal planning and development activities can be improved by the establishment of a system of multicounty planning regions;

AND WHEREAS, the creation of such regions will facilitate delivery of better public services to our people;

AND WHEREAS, the 1969 General Assembly enacted legislation (G.S. 143-341) defining a function of the North Carolina Department of Administration as that of working cooperatively with counties, cities, and towns, and federal government, multistate commissions, and private agencies and organizations in developing a system of multicounty planning regions to cover the entire state;

AND WHEREAS, the federal government since 1966 has directed its agencies to adopt their programs consistent with planning regions designated by the governor of each state.

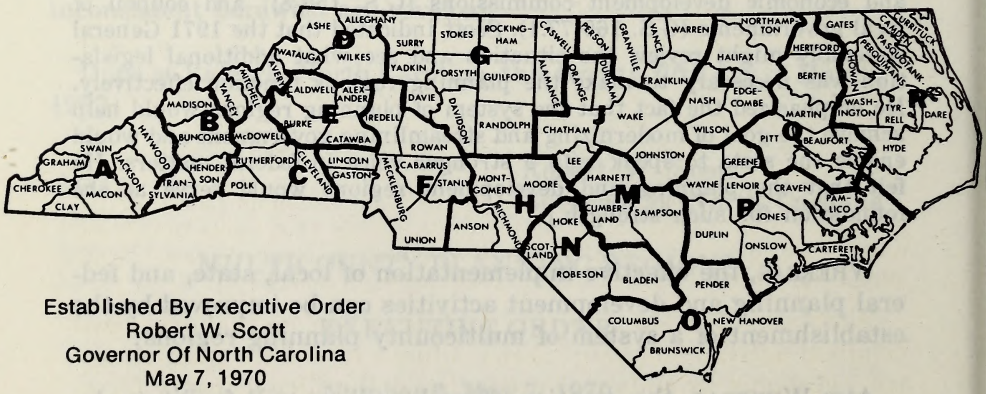
NOW, THEREFORE, I, Robert W. Scott, under and by authority vested in me as governor of the state of North Carolina, do hereby designate the seventeen planning regions recommended by the North Carolina Department of Administration, illustrated on the attached map which is a part of this order, as the system of multicounty planning regions for the state of North Carolina.

Done at Raleigh, North Carolina, this seventh day of May, 1970.

SEAL

Robert W. Scott
Governor of North Carolina

NORTH CAROLINA MULTICOUNTY PLANNING REGIONS



Established By Executive Order
Robert W. Scott
Governor Of North Carolina
May 7, 1970

ESTABLISHMENT OF THE NORTH CAROLINA ORGANIZED CRIME PREVENTION COUNCIL

EXECUTIVE ORDER

Number 5, May 27, 1971

[On the same day that the governor issued his Executive Order establishing the North Carolina Organized Crime Prevention Council, he announced that the Law Enforcement Assistance Administration in Washington had approved a grant of $38,506 for its development. This grant was made under Title I of the Omnibus Crime Control and Safe Streets Act of 1968; it would be administered by the attorney general and the North Carolina Department of Justice. As a prerequisite for receiving the grant, the governor had issued the Executive Order establishing the council. Appointments to the council were announced on August 27.

Scott said that the State Bureau of Investigation was aware of organized criminal activity in North Carolina, but resources of the state had been limited and there had been no way to determine the extent of organized crime in the state.

The council would have, among other duties, the following:

"1. To develop a workable definition of 'organized crime' in North Carolina.

2. To investigate and determine the size and scope of organized criminal activity in North Carolina.

3. To investigate and determine the effects of organized crime on the people and economy of North Carolina.

4. To develop a comprehensive plan to suppress organized crime and to prevent its future encroachment in this state.

5. To determine the most efficient intelligence system for collecting and disseminating information relating to organized crime in North Carolina.

6. To coordinate organized crime fighting activities of all law enforcement and prosecuting agencies in this state.

7. To act as liaison between federal, state, and local officials in efforts to foster interjurisdictional coordination."

Organized crime had been defined by the Commission on Law Enforcement and Administration of Justice as "a society that seeks to operate outside the control of the American people and their government." Scott stated that North Carolina had no room for such a society.]

WHEREAS, the state of North Carolina recognizes that organized criminal activity annually draws billions of dollars from America's economy by unlawful conduct and the illegal use of force, fraud, and corruption; and

WHEREAS, the prevention, detection, and control of organized criminal activity requires sophisticated research, planning, and coordination on the statewide level; and

WHEREAS, organized criminal activity exists in all sections of the nation, and its economic, political, and moral effects involve all Americans; and activity requires sophisticated research, planning, and coordination on the statewide level; and

WHEREAS, under the "Omnibus Crime Control and Safe Streets Act of 1968" the formation of a State Organized Crime Prevention Council is strongly recommended in developing and implementing a comprehensive strategy against organized crime and to effect the basic objective of preventing, detecting, and controlling organized criminal activity,

NOW, THEREFORE, I, Robert W. Scott, governor of the state of North Carolina, by virtue of the power vested in me, do hereby create and establish the North Carolina Organized Crime Prevention Council. The purposes of the North Carolina Organized Crime Prevention Council are as follows:

1. To develop a comprehensive plan for the suppression of any organized criminal activity presently existing in the state of North Carolina and to prevent its future encroachment in this state, with special emphasis to be placed on the development of research projects into the structure and operation of organized criminal activity in North Carolina, research into existing state statutes to determine whether new legislation is needed, the most efficient systems for collecting and disseminating information relating to the control of organized criminal activity, and the development of programs to utilize citizen groups, business organizations, and the news media to combat organized criminal activity.
2. To coordinate the activities of all law enforcement and prosecuting agencies in this state in the implementation of a comprehensive organized crime control program for the state of North Carolina, and to act as liaison between selected federal, state, and local officials in efforts to foster interjurisdictional coordination.

The North Carolina Organized Crime Prevention Council shall meet as quickly as practicable following execution of this order to organize by selecting an executive-secretary, who shall maintain a record of the proceedings of the council, and by adopting operating procedures. The council shall establish and appoint such operating or advisory committees or subcommittees as it deems necessary. The council shall make an annual report and such other reports as it deems desirable to the governor on the

amount, nature, and significance of organized crime in North Carolina and shall make recommendations for legislation and administrative programs needed to combat organized crime. This annual report shall be made by January 31 of each year covering the preceding calendar year.

Members of the North Carolina Organized Crime Prevention Council shall serve without compensation but shall be reimbursed from funds made available to it by the North Carolina Department of Justice for reasonable and necessary expenses incurred in the performance of their duties.

Staff for the North Carolina Organized Crime Prevention Council shall be provided by the North Carolina Department of Justice.

Members of the North Carolina Organized Crime Prevention Council shall serve for terms beginning this date and serving at the pleasure of the governor.

The North Carolina Organized Crime Prevention Council shall be composed of the following:

1. The attorney general of the state of North Carolina, who shall serve as chairman of the council.
2. The director of the State Bureau of Investigation or his designated representative.
3. One member of a police or sheriff's department from a metropolitan area of the state.
4. One superior court solicitor to represent prosecutors from across the state.
5. Three citizens of North Carolina who by their special qualifications would be knowledgeable in the problems of organized criminal activity in this state, to be appointed by the governor.

This order shall be effective immediately.

Done at Raleigh, North Carolina, this the 27th day of May, 1971.

Robert W. Scott
Governor of North Carolina

ESTABLISHMENT OF EXECUTIVE CABINET

EXECUTIVE ORDER

Number 27, June 26, 1972

[The establishment of the Executive Cabinet grew out of state government reorganization. The members of the cabinet were the individuals who headed the seventeen departments of state government, the lieutenant governor, and the governor as chairman ex officio. Members of the pre-reorganization Council of State were included in the seventeen.]

WHEREAS, for the purpose of assisting in the achievement of more efficient, effective, responsible, and coordinated administration of the executive branch of state government, it is desirable that there be established a cabinet, consisting of the heads of the principal departments of state government, which can meet with the governor and advise and assist him in the formulation and implementation of state policy,

NOW THEREFORE, I, Robert W. Scott, governor of North Carolina, by virtue of the authority vested in me by the Constitution of North Carolina and the statutes of this state, do hereby order:

1. There is hereby established in the office of the governor the Executive Cabinet. The Executive Cabinet shall consist of the governor, who shall be chairman ex officio, the lieutenant governor, the secretary of state, the auditor, the treasurer, the superintendent of public instruction, the attorney general, the commissioner of agriculture, the commissioner of labor, the commissioner of insurance, the secretary of administration, the secretary of transportation and highway safety, the secretary of natural and economic resources, the secretary of human resources, the secretary of social rehabilitation and control, the secretary of commerce, the commissioner of revenue, the secretary of art, culture and history, and the secretary of military and veterans' affairs.
2. The cabinet shall meet on call of the governor.

3. The secretary of administration shall provide supporting staff services for the cabinet.

4. The cabinet shall advise and inform the governor on matters upon which he may request advice and information.

5. The cabinet shall serve as a forum for:

a. The exchange of information among the members of the cabinet,

b. Identifying and dealing effectively with duplications and gaps between and among programs of the principal departments of state government, and

c. The discussion of problems and questions potentially affecting the responsibilities and interests of several state departments, to the end that the activities and operations of the executive branch of state government may be administered in the most efficient, effective, responsible, and coordinated manner.

Done at Raleigh, North Carolina, this twenty-sixth day of June, 1972.

SEAL

Robert W. Scott
Governor of North Carolina

OFFER OF REWARD FOR APPREHENSION OF CRIMINALS A PROCLAMATION BY THE GOVERNOR

June 26, 1970

[On June 17, 1970, the body of Nancy Dean Morgan was found in Madison County. Miss Morgan, a twenty-four-year-old employee of VISTA, was found in a United States government automobile assigned to her. A string had been tied around her neck, and she was found in an isolated area of Madison County. Despite the offer of a reward of $5,000, no information was forthcoming, and the murder had not been solved when the Scott administration ended.]

WHEREAS, it is believed that on or about the 17th day of June, 1970, Nancy Dean Morgan, white female, age twenty-four, was brutally and savagely murdered in Madison County, North Carolina, by an unknown assailant or assailants; and

WHEREAS, it is important for the preservation of law and order that the responsible person or persons be brought to justice,

NOW, THEREFORE, I, Robert W. Scott, governor of North Carolina, under and by virtue of the authority contained in Section 15-

53.1 of the General Statutes of North Carolina, do hereby offer a reward of FIVE THOUSAND ($5,000.00) DOLLARS to be paid to any person who shall furnish information to the sheriff of Madison County, or the director of the State Bureau of Investigation, leading to the arrest and conviction of such person or persons responsible for, participating in, or conspiring to commit the above-described murder.

The reward herein offered does not extend to any law enforcement officer of the state or any political subdivision thereof.

Done at our Capital City of Raleigh, this the twenty-sixth day of June, in the year of our Lord, one thousand nine hundred and seventy.

SEAL

Robert W. Scott
Governor

WITNESS:
Fred G. Morrison, Jr.

CONCERN FOR THE PUBLIC SCHOOLS

A PROCLAMATION BY THE GOVERNOR

October 6, 1970

[Much concern was felt throughout North Carolina and the entire South with regard to integration of the public schools and the possibility of requiring busing to achieve the goal of nonsegregation. Governor Scott issued the following proclamation a few days before the United States Supreme Court held hearings on the problems of racial balance and busing in the South. Lawyers for Negro children, the federal government, and southern school officials each urged different solutions to the busing issue; the Charlotte-Mecklenburg school system was represented at the hearings. For a report of the hearings, see the *News and Observer*, October 13-15, 1970. A detailed discussion of the Charlotte-Mecklenburg case and the Supreme Court's decision will be found in the headnote to the statement, "On Court Order Concerning Charlotte-Mecklenburg School System," August 25, 1970, pages 559-561.]

WHEREAS, in our state, as elsewhere in the nation, there is widespread and continuing anxiety as to what is the wise and true and lawful course for the future of our public schools;

AND WHEREAS, the Supreme Court of the United States will, on

October 12, 1970, begin its consideration as to what shall be its rulings in this crucial area;

NOW, THEREFORE, I hereby proclaim that day, October 12, 1970, as a day of thought and concern on this all important subject, and as a day of earnest hope that our high court will render decisions which will preserve for us the great values of both public education and individual liberty.

AND, I further proclaim the preceding day, October 11, 1970, as a day of prayer for those who must make these crucial decisions that so vitally affect the citizens of our communities, our state, and our nation.

Robert W. Scott
Governor of the State of North Carolina

AFFIRMATIVE ACTION PROGRAM

DIRECTIVE

September 29, 1972

[In a memorandum addressed to department secretaries, Governor Scott reaffirmed his administration's concern for equal opportunity. To discriminate in employment because of race, color, religion, sex, or national origin was a violation of the United States Constitution and the Equal Employment Opportunity Act of 1972; Scott made it clear that such discrimination was also contradictory to the policies of his administration. By the following communication he directed that all state employment be on a "totally fair and impartial basis"; the Office of State Personnel of the Department of Administration was charged with responsibility of enforcement of the directive. The information which follows was attached to the memorandum to the secretaries; it was "prepared to guide in the development of an Affirmative Action Program. You are requested to submit your plan of action to the Office of State Personnel."]

AFFIRMATIVE ACTION PROGRAM

It is a policy of this administration to provide all applicants for state employment with equal employment opportunities and to provide current employees with training, compensation, promotion, and other attributes of employment without regard to race,

color, religion, national origin, sex, or age, except where sex or age are essential occupational requirements.

This state's commitment to equal career opportunity requires a continuing program of affirmative action in order to assure that all personnel policies and practices relevant to total employment will guarantee equal opportunities for all minority group persons of the state. Agency heads must assure, through instruction and action, that positive steps are being taken to comply with this policy. Within this context the following material has been prepared to assist you in the development of an affirmative action program designed to meet the needs of your agency.

In order to have a clearer understanding of state government's affirmative action objectives, Part I below outlines this administration's staff assistance as provided through the Office of State Personnel. Other staff resources will be used as needed. Part II is designed to assist you in the development of a specific program to coordinate your efforts with the overall responsibilities of state government.

PART I

This administration recognizes that the citizenry of the state of North Carolina includes a substantial minority group which is not adequately represented in the large number of persons employed by the state.

Therefore, this administration establishes a program of affirmative action in order to assure that all personnel policies and practices of this state will guarantee equal opportunities for all minority group persons.

The director of state personnel will be responsible for staff assistance in the preparation and execution of the administration's Affirmative Action Program.

The director of personnel will conduct periodic surveys to determine whether the Affirmative Action Program is achieving its objectives. Reports of the surveys will be the basis for appropriate action to correct deficiencies and will be furnished to the governor. The director of personnel will also be responsible for the preparation of other reports on the employment of minorities which may be required by the governor.

In addition, the Office of State Personnel will include specific activities or programs within statewide personnel administration

to facilitate the implementation of the administration's program. These include:

Recruitment

Serve as the central recruiting and referral agency for the Affirmative Action Program.

Establish an effective communication system with normal recruitment sources and minority-oriented agencies and organizations, including universities, colleges, and technical institutes to encourage them to make referrals of qualified minority applicants.

Prepare and/or assist agencies in the preparation of materials and programs to advertise and promote career opportunities in government, with special emphasis on recruitment and counseling programs to utilize persons with limited skills and training.

Review current selection and placement procedures being used by state agencies with regard to content, reliability, and compliance with federal and state requirements.

Develop reasonable and realistic changes in the personnel system to assist in the removal of barriers in the employment of disadvantaged persons.

Maintain an Affirmative Action File consisting of applications of all minority group applicants who are qualified for positions within state government, and those applicants whose qualifications have not yet been established.

Increase referral services significantly by the end of 1973 through the computerization of applications, referrals, and test results.

Furnish more information through the computerization of vacancies and applicants which will increase our effectiveness in counseling and placement activities.

Position Management

Provide staff assistance to departments through information and consultation in such areas as position or job design, organization analysis, skills identification, and other management activities which will promote the most effective and efficient use of all manpower resources and provide maximum developmental opportunities for state employees.

Train departmental personnel staffs in the technical aspects of position management in order to encourage departments to as-

sume a more active, direct, and continuing role in personnel management responsibility.

Conduct practical research and study of improved methods and systems of position management which assure continued responsiveness to the manpower needs of the State and to equitable management of applicants and employees. Emphasis will be placed on the development of new career patterns, and the evaluation of promotion patterns to broaden areas of consideration and basis for selection.

Training and Education

Provide staff assistance to line agencies in developing training for employees and supervisors for an effective equal employment opportunity program and to ease initial integration of the work force, including:

Assistance in the development of orientation training for all employees in such subjects as human relations, knowledge of different cultures, and sensitivity to work situation conflicts caused by social-economic differences.

Coordinate training with public and private programs to eliminate duplication, maximize use of existing resources, and initiate needed, but unavailable training programs for minority group employees.

Provide continued development and expansion of cooperative educational programs with community colleges, universities, and adult educational resources, encouraging courses and programs in which minority employees or prospective employees may participate.

Administer the Tuition Refund Program and the Educational Leave Program, encouraging minority employees to participate in school courses and to take advantage of educational leave and educational reimbursement plans.

Other Staff Assistance

Provide management with current information concerning the interpretations and applications of the Equal Employment Opportunity Act of 1972 and other data related to an effective Affirmative Action Program.

Develop and maintain a skills inventory to aid eventually in the identification of persons for training or promotions.

Provide each agency with periodic statistical information, including: percentages of minority employment by job categories, educational levels, pay grades, etc., and assist agencies in evaluating progress within the agency.

Provide field services to agencies by on-site review and inspection of management practices and procedures to assist in the administration of an effective Affirmative Action Program.

Provide for the hearing of employee appeals by the State Personnel Board in cases of alleged discrimination—assist the employee and management in arranging for such appeals.

PART II

Top Level Support

Each agency head should enunciate and periodically reaffirm an explicit equal employment policy in order to establish and maintain a climate of acceptance.

Each operating agency should assign responsibility and authority for the program to a high level official. He should be prepared to communicate the purposes and goals of the program, to provide needed training, to combat resistance to change, to deal with negative ideas, and to assess operations critically.

Division heads and appropriate supervisors should participate in developing the program and should be responsible for applying it in their work units and explaining and discussing it with their subordinates. Particular emphasis should be given to avoiding discriminatory practices in the employment process by supervisors of this function, since an inflow of capable minority persons is basic to any equal employment opportunity program.

Agencies should provide group meetings for employees to raise questions concerning the policy, its implications, and its purposes. Agency staff should be informed of the reasons for the equal opportunity program and reassured that no current employee will be adversely affected. A variety of methods of employee-management communication is needed to solve problems as they arise, to provide for an exchange of ideas, and to obtain recommendations for improvements in the policy.

The policy should be publicized internally and externally through such means as speeches, articles, brochures, letters, bulletin boards, employee manuals, house organs, and training sessions.

The policy should be emphasized throughout the minority communities, at professional meetings, before all interested organizations, and with all recruitment sources.

Agencies should obtain assistance from their own employees, other governmental agencies, schools, community businesses, and minority organizations to achieve a productive program.

In addition to the above, it is recommended that in the development of your program, consideration be given to the following efforts identified under major personnel management activities. This is not intended to be all inclusive and not all of the ideas expressed here will necessarily be applicable, but all should be given careful consideration and evaluation.

Job Structuring

Each agency, in cooperation with the Office of State Personnel, should periodically review and evaluate class specifications to assure that the requirements are job-related. The qualifications required should be the minimum needed for entrance as to education, experience, skills, knowledge, abilities, and other requirements rather than desired standards or qualifications attainable only after some experience in the class. More emphasis can be placed on potential for development in many entry classes. Discriminatory or unnecessary restrictions on age, sex, physical characteristics, experience in the particular agency, or in the government, should be reviewed and revised.

Efforts should be made to maximize utilization of scarce human resources, enlarge employment opportunities and provide improved delivery of government services, through realignment of duties where possible. This may evolve from reorganization of present methods of operation to take into account the skills available in the labor force and to provide needed services effectively.

Trainee classes below the current entrance level and other new classes with duties and minimum qualifications appropriate for all segments of the population should be established when feasible.

Review and evaluation should be made where unnecessary education requirements may exist precluding advancement of subprofessionals to professional or technical jobs which they are capable of performing (after satisfactory experience in the lower-level class supplemented, as appropriate, by training).

Recruiting

Each agency should develop a coordinated recruitment program with the Office of State Personnel.

Agencies should initiate and maintain communications with minority community leaders to develop mutual understanding of needs. There should be emphasis in these contracts that nondiscrimination is a basic element of personnel administration. The assistance of leaders from minority groups should be sought in structuring a positive recruitment program. Agency staff should be available to speak before minority groups and to provide counseling on employment opportunities.

Agencies should work with and furnish recruitment literature to organizations which have frequent contacts with minority individuals and which can provide recruitment assistance, such as: clubs, churches, fraternal societies, neighborhood councils, nonprofit vocational or educational guidance or training facilities, and recreational associations.

Agencies should establish and maintain continuing relations with schools—secondary, college, business, or specialized—which have large numbers of minority group students.

Referrals should be requested from government agencies and programs, such as: State Employment Security Commission, social service departments, public health facilities, vocational rehabilitation agencies, poverty program agencies, including community action programs, organizations providing assistance to selective service rehabilitants, military separation centers, youth boards, parole or correction agencies.

Recruiting directed to minority applicants will be facilitated if agencies will:

Obtain and train recruiters who relate well with the minority group community and can interest applicants in government employment.

Use minority group employees as recruiters.

Supply feedback on successful minority employees to recruitment sources through such means as selected employment case histories, brochures with pictures, news stories, and alumni career directories.

Make job announcements readable and understandable for the educationally disadvantaged among minority groups.

Encourage minority employees to refer their friends.

Utilize appropriate intern, trainee, summer, part-time and cooperative education positions to help keep minority members

in school with the long-range goal of preparing them for career positions.

Disseminate information on job opportunities to radio and television stations, newspapers, and magazines with large minority audiences.

Selection and Placement

Selection policies and procedures should be developed so as to assure objectivity and avoid subjective discrimination and complicated instructions.

Training should be provided for those employees who have the authority to hire including such areas as: provisions of the law; techniques of determining the abilities and attitudes of minority group applicants, some of whom may not be as comfortable in the employment interview situation and may not be able to express themselves as fluently as other applicants.

Selection procedures should give consideration to the whole person, his aptitudes, abilities, interest, educational level, rather than simply one aspect of his personal history, dress, or mannerism.

A follow-up program should be established with minority employees during early employment to assure they are properly placed and trained, encourage coworkers and supervisors to give assistance when needed.

Training and Education

Training for employees and supervisors often is essential to provide a climate of acceptance for an effective equal employment opportunity program and to ease initial integration of new areas of the work force. To supplement existing training, agencies should:

Provide training for the official responsible for the equal opportunity program with persons heading similar programs in other organizations to facilitate the sharing of ideas and knowledge of techniques and resources;

Train all levels of supervisors in their program responsibilities, in problems that may arise in integrating minority employees into the work force, and in possible solutions to these problems;

Conduct orientation training for all employees on such subjects as human relations, knowledge of different cultures, and sensitivity to work situation conflicts caused by social-economic differences;

Develop skills needed by minority staff to compensate for past educational discrimination, to perform adequately, to advance, and to fill positions which manpower planning projections have identified as difficult to fill in the future because of a shortage of trained individuals;

Evaluate training programs, including methods used to select trainees, types of training techniques used, relevancy to the work situation, and progress of graduates;

Establish the basis of selection for training or educational leave in a written policy to help assure that it is objective and not discriminatory.

Provide for training to be: established at a practical, appropriate literacy level; tailored to the individual, to the maximum extent possible; designed to take into account the trainee's job satisfaction, achievement, motivation, and career goals; evaluated by improved job performance and by taking into account the reasons for drop-outs.

Work Environment

A healthy work environment and atmosphere helps employee productivity and reduces nonwork problems. Agencies should assure that:

Physical facilities, job placement and work are not assigned on a discriminatory or segregated basis;

Work assignments are meaningful, contribute to attainment of the organization's goals, and offer opportunities for career advancement to the maximum extent possible;

Employees with appropriate abilities are designated as personal counselors to help new employees adjust to the work environment, where needed;

Employee social, professional, and athletic groups within the agency are stimulated to accept minority group members where there is a reluctance to do so;

Credit unions or other assistance are available to help meet financial needs.

Other Personnel Activities

Other important personnel elements to help provide affirmative action include:

Evaluation of promotion techniques for any discriminatory pattern such as supervisory evaluations, oral examinations, written

tests, qualification requirements, and seniority; for example, giving major weight for seniority is a nonmerit factor and may perpetuate past discrimination.

Participation by qualified members of minority groups on boards or committees concerned with promotions, service ratings, grievances, appeals, and awards;

Maintenance of an exit interview program to find reasons for, and solutions to, any turnover problems among minority staff;

Analysis of reasons given for disciplinary actions, with periodic audits by top management to help assure that no discriminatory situations exist;

Maintenance of a comprehensive grievance and appeal procedure within the agency so that complaints alleging discrimination will be fully explored, an impartial determination made, and appropriate corrective action taken;

Opportunity for employees to discuss individual problems informally outside normal administrative channels and to obtain needed advice and counseling with complete confidentiality;

Review of the performance rating procedure to determine its effectiveness and objectivity in assisting the employee in his individual development.

Program Evaluation

As with other management programs, the equal opportunity program needs goals, target progress dates, and periodic evaluations. Goals and target progress dates will differ according to the circumstances in each agency. Evaluation of operations may result in a conclusion that a greater number of minority group employees should be employed throughout the agency. In other situations, the agency may have acceptable program results overall, but improvements may be needed in certain locations, pay grades, or occupations. Evaluations should result in new updated goals and target progress dates based on the need of the program.

The prime resource tools in the evaluation process are statistics, interpretive data, and related information. They provide a basis for setting and evaluating objectives when they are weighed in terms of the current situation, past practice, and factors such as manpower supply, the skills and training available among minorities, and other economic and social conditions. In some situations, statistics may be obtained through questionnaires for all or a sample of the work force or applicants, or be obtained from information maintained in personnel records. In other cases they may be ob-

tained through visual observation. Statistics must be carefully appraised to be meaningful. For example, lack of promotions of minority group individuals may be due to factors such as lack of opportunities for needed training, poor performance, or poor performance evaluation methods, and problems in relocation as well as outright discrimination.

The basis for evaluating the program, establishing objectives, and planning to meet them should be an analysis in depth of all relevant factors. The percentage of minority group individuals in the population of the jurisdiction and in each location where the agency maintains offices should be considered, but data on numbers of available skilled and trained individuals in minority groups for jobs used by the agency, if available, would be much more useful than overall percentage data.

To spotlight the movement of minority group employees in each agency, consideration should be given to the percentage of minority group individuals entering, moving within, and leaving employment in the organization.

A good internal reporting system is essential to the success of the Affirmative Action Program. Records should be kept of the methods tried in the program and any evaluations of their usefulness.

STATEMENTS

[During the Scott administration, the governor issued hundreds of statements and few days passed without the issuance of one or more press releases. Only a few of the many could be selected for use in the book. Those which are included here were chosen for their significance, their reflection of important events of the day, or because they were representative of many others. It often happened that the subject of addresses and the theme of statements were one and the same; some statements of interest have been omitted but have been referred to in headnotes to pertinent addresses. The hundreds of statements in which the governor called attention to special "days," "weeks," and "months," have not been printed.]

ON KEEPING OPEN CAFETERIA LINES

March 5, 1969

[Cafeteria workers at the University of North Carolina at Chapel Hill had walked off their jobs, protesting their low wages and poor working conditions. Members of the Black Student Movement and the Southern Student Organizing Committee had supported the strike by slowing down cafeteria lines manned by remaining workers. Because of the delay, students who were not sympathetic had become angry and fights had erupted. The cafeteria lines had been declared closed. At this point, Governor Scott issued the following statement; later in the month he reported that he had reviewed the wage scales for various state positions, concentrating on employees who were receiving less than $1.80 an hour. As a result the governor directed that salary increases be made effective April 1, not only for food service employees but for all subject to the State Personnel Act who were employed in similar categories. In his second statement, he said he had been assured that the salary increases were satisfactory to the food service workers, their attorneys, and the state. The governor said that the General Assembly had been expected to provide increases for these workers, that his action was merely making the increase effective ninety days earlier than it would otherwise have been. The governor announced that he had been assured that the food service workers could be expected to return to work.]

I have today instructed administration officials at the University of North Carolina at Chapel Hill to take whatever steps are necessary to keep the cafeteria lines open so that all students might be served their meals without disruption or unnecessary delays.

Recent actions by some student activists have clearly disrupted the serving of food in the cafeteria and have denied the right of the majority of students to be served meals in an orderly manner.

I have assured university officials that the law enforcement resources of the state will be available, if needed, to maintain the normal operation of campus activities.

ON SCHOOL BUS DRIVERS

September 12, 1969

[During the administration of Governor Dan K. Moore a federal regulation was issued which prohibited the operation of school buses by sixteen- and seventeen-year-old drivers. North Carolina had used many such drivers, and Governor Moore had taken steps to obtain exception to the general regulation, citing the safety record of the North Carolina school bus drivers, the training given them, etc., in support of his argument. A temporary suspension of the application of Hazardous-Occupations Order No. 2 had not been made permanent when the Moore administration ended, but temporary permission had been granted for the drivers to continue operating in North Carolina. In the following statement Governor Scott reported on the situation as it existed at the beginning of the school year, 1969-1970.]

Boards of education in North Carolina may continue to use school bus drivers under eighteen years of age during the 1969-1970 school term. The U.S. Secretary of Labor, Mr. George P. Shultz,[219] has notified me that our application for exemption from provisions of the Hazardous-Occupations Order has been approved. The exemption is effective through June 30, 1971, and the state may apply for continued exemptions at the end of this period.

You will recall that the Fair Labor Standards Act provides that "the basic minimum age for employment is 16 except for occupations declared hazardous by the Secretary of Labor, to which an 18-year minimum age applies." The secretary's Hazardous-Occupations Order places school bus driving in this category.

Undoubtedly, the safety record of our student school bus drivers, their training programs, and the supervision procedures—at both the state and local levels—have been instrumental in North Carolina being allowed to continue to use sixteen- and seventeen-year old drivers.

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[219] George Pratt Shultz (1920-), secretary of labor from Washington, D.C.; native of New York City; B.A., Princeton; Ph.D. in industrial economics, Massachusetts Institute of Technology; former professor and dean; secretary of labor since 1969. *Who's Who in the South and Southwest, 1971-1972*, 563.

Department of Labor Safety Officer Gordon Ward spent a week in North Carolina last January observing and studying our public school bus operations. At that time our schools were employing 9,275 school bus drivers. Over 5,600 of them were under eighteen years of age. The number of sixteen- and seventeen-year-old student drivers is expected to be approximately the same during the current school year.

I congratulate all those involved in North Carolina's school transportation system and urge increased effort—on the part of our youthful drivers and the adults who plan and supervise the program—to continue to improve the system and its safety record.

ON OCCUPATIONAL EDUCATION COURSES

October 7, 1969

[In several speeches Governor Scott stressed the necessity of making occupational education courses available to students in the middle grades. The following statement reiterated his views on the matter.]

I am pleased today to report that a number of our public schools will be offering occupational education courses in the middle grades by February. The programs will be experimental. They will seek to identify the potential dropout and keep him in school by providing the vocational training and guidance which will prepare him for life and *his* future.

You will recall the General Assembly appropriated $3 million for prevocational and industrially oriented practical arts programs at the middle grade level. The state superintendent of public instruction, working through a special committee of educators and laymen, has formulated guidelines for developing such programs. These guidelines have been approved by the State Board of Education, have been personally reviewed by me, and will be mailed to all the school systems of North Carolina this week.

Basically, the guidelines call for an infusion of occupational information into all subject areas, an expansion of practical "hands-on" shop-type experiences, and improved guidance services. Emphasis has been placed on flexibility and evaluation.

It is anticipated that the State Board of Education at its December meeting will approve twelve to sixteen project proposals submitted by local school administrative units. These projects should be under way no later than February 1. Funds should allow sixteen to twenty additional projects to begin in September, 1970.

As urged by me last February, the state superintendent and the State Board of Education are placing new emphasis on the entire vocational education program. This experimentation, to provide the best possible comprehensive programs of occupational education for children in the middle grades, is a part of their overall planning.

I will be watching these programs with much interest, believing they can go far in helping us reduce the school dropout rate. If we are to raise our low per capita income, somehow we must find the means to interest our children in continuing their education.

ON THE DEATH OF R. HUNT PARKER

November 10, 1969

[During his administration Governor Scott issued a number of statements when leading citizens died. The deaths of the following individuals were noted, and the date of the statements follow: President Dwight D. Eisenhower, March 26, 1969; Dr. Christopher Crittenden, longtime director of the North Carolina Department of Archives and History, October 14, 1969; State Senator Albert Ellis, December 15, 1969; Superior Court Judge Allen H. Gwyn, December 16, 1969; State Senator Frank Forsyth, February 27, 1970; George Randall, secretary of social rehabilitation and control, December 5, 1972; and James B. Vogler, longtime legislator, December 15, 1972. Governor Scott's office also released the text of a telegram sent to former Governor Luther Hodges when Mrs. Hodges died in December, 1969.]

I am saddened by the death of my friend, Hunt Parker.[220]

The state of North Carolina is indebted to him for his long years of service—first as a lawyer in Roanoke Rapids, then as a solicitor, superior court judge, supreme court justice, and finally, as chief justice of the state supreme court.

He was a fine citizen and an eminent jurist, and I mourn his loss.

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[220] Robert Hunt Parker (1892-1969), judge from Enfield; A.B., LL.B., University of Virginia; judge, superior court, 1932-1952; associate justice, North Carolina Supreme Court, 1952-1966, chief justice, February, 1966, until death. *North Carolina Manual, 1969*, 561; *News and Observer*, November 11, 1969.

ON THE NOMINATION OF DAN MOORE TO THE STATE SUPREME COURT

November 20, 1969

I am today naming former Governor Dan Moore to the bench of the North Carolina Supreme Court. Governor Moore will fill the seat vacated by Justice William Bobbitt who took the oath of chief justice Monday following the death of Chief Justice R. Hunt Parker.

Governor Moore is eminently qualified to assume the bench of North Carolina's highest court. He is a former member of the General Assembly. He served ten years as a judge of the superior court. He served our state with distinction as governor.

I know he will again serve his state well from the bench of the North Carolina Supreme Court.

ON THE ADVISORY COUNCIL, NORTH CAROLINA DEPARTMENT OF LOCAL AFFAIRS

December 12, 1969

This is an important day for the Department of Local Affairs and one I view with pride. This is your first meeting—a starting point for an entirely new state department. We've come a long way since last summer when it was established by the General Assembly. I first saw the need for a department like this during the campaign. We have an obligation to provide the towns and counties of North Carolina with technical know-how, planning assistance, and other services to enable them to cope with twentieth century problems and to plan for the future. Through the Department of Local Affairs we have an opportunity to continue building our partnership for progress.

The department must carve a place for itself in state government. It will not be an easy task. It must have your help to identify local problems and needs. North Carolina badly needs this department and the services it has to offer. The department needs all the help and advice it can gain from an advisory council such as this.

I am proud the General Assembly saw fit to establish the Department of Local Affairs. But that was only the first step. Now we have to prove its worth. I am counting on your help and support to do that. We cannot afford to lose sight of the needs of our citi-

zens, to grow so big that we forget our local problems. Local problems all across the state are North Carolina's problems. If there is no progress at the local level, we can expect none at the state level. You have a challenging task. I am sure you will make the Department of Local Affairs an object of pride for this administration.

ON GRANTS TO FAMILIES WITH DEPENDENT CHILDREN

December 26, 1969

Every effort is being made to find additional state money to provide the state's share of the costs to restore to their previous level assistance grants to families with dependent children. All of us regret the combination of circumstances which necessitated the reduction in this category. The Department of Social Services and the Budget Department are exploring all avenues for relief.

I urge the county commissioners and social services departments in all of the 100 counties to begin a similar process. As you know, in North Carolina public assistance is a three-way partnership between the federal, state, and county governments; and it will be necessary for counties to provide the appropriations matching those of the state.

Several months ago I sent telegrams to some thirty-eight counties urging them to provide their lawful share of the nonfederal matching funds required for this year's budget. Today, I am advised that at least thirty-four counties, according to their present budgets, will probably be operating on a deficit in the Aid to Dependent Children category by the end of this fiscal year. I hope that the state will be able to come up with its share of the presently impending deficit and that all counties will meet their responsibilities also. I mention this in order to put this matter into perspective and in order to alert county officials to the problem.

The dependent children in North Carolina must have adequate food, clothing, and shelter. The state intends to do everything it can under present law to see that they get it and no one suffers.

ON DEMOCRATIC PARTY STUDY COMMISSION REPORT

January 10, 1970

I have read and studied in detail the report of the Democratic Party Study Commission which will be considered by the State Democratic Executive Committee Tuesday. I have found these recommendations to be sound and progressive. I am confident, that, if adopted, they will strengthen our party by improving its structure and assuring broader participation by our citizens in party activities.

These recommendations reflect the views of many concerned Democrats throughout our state, as expressed in public hearings. They are the considered judgment of members of the commission. They do not call for any radical changes in our party organization. Yet they provide for substantial improvements in party organization, beginning at the precinct level and following through the state level.

I commend Chairman Jim Hunt, and all members of the commission for the countless hours of work they contributed to this document. I express appreciation also to the many individuals who showed their concern for improving our party by appearing to testify at one of the four public hearings. It is an excellent report, and I urge its adoption by the State Democratic Executive Committee.

ON ENVIRONMENTAL PROTECTION BY STATE GOVERNMENT

January 12, 1970

State government is, in a sense, an industry. It is an industry of seventy universities, community colleges, and technical institutes, of hospitals, power plants, office buildings, public schools, sewage facilities, buses, and cars. All of these facilities, and all of our many employees and the work they do, naturally have effects upon our environment. No doubt, some of these are harmful effects.

For this reason, I have asked our State Department of Administration to conduct a study to determine the extent to which the state and the work of our 317 agencies, boards, and commissions pollute our environment. This study will show what harmful effects, if any, the work of state government has upon our environment. It will recommend what steps we should take to remedy the environmental problems caused by state government.

In addition, I hope that this study will give us an inkling as to the extent of our statewide environmental problems and perhaps show us how we can solve them. But before the state puts stiff pollution control requirements on private industry, it must have its own house in order. I expect this study to be completed by July 1.

ON ALLOCATIONS OF LAW AND ORDER FUNDS

January 30, 1970

[A news release which accompanied the statement issued by Governor Scott gave details concerning the various allocations to be made from the $4.5 million grant for 140 state and local projects. The money was provided by the Committee on Law and Order through the federal 1968 Crime and Safe Streets Act. Funds were to be distributed through the Division of Law and Order of the Department of Local Affairs. The North Carolina Department of Correction, the Administrative Office of the Courts, the State Bureau of Investigation, the Department of Justice, the Department of Juvenile Correction, the State Highway Patrol, the Department of Social Services, the North Carolina Probation Commission, the Attorney General's Office, and the North Carolina Council of the National Council on Crime and Delinquency all shared in the funds. In addition, county and regional planning units were also awarded grants. Later, on October 30, 1970, an allocation of $6,965,918 was made for the benefit of local law enforcement agencies and state criminal justice agencies in the state. The Committee on Law and Order on that date approved over 400 projects for local units of governments and thirteen for state agencies. The committee, by making the grant, was trying to provide better services for delinquent and predelinquent children, new approaches to cope with the alcoholic, better methods for handling offenders who reached the court system, and efforts to upgrade law enforcement officers. The accompanying news release gave details with regard to the projects which were being funded at that time.]

The criminal justice system in our state plays an important role in our progress. Today we have allocated $4.5 million to upgrade our criminal justice system. This is going to have a tremendous impact on North Carolina. Many of the programs are new. The first regional jail in the state will be built from funds allocated today by the Committee on Law and Order. Perquimans, Camden, and Pasquotank counties asked for the project—a fine example of the multicounty cooperation we need in North Carolina.

We are taking a new look at youthful offenders. We cannot afford to punish and return them to society suffering the same problems that got them into trouble in the first place. We have earmarked $98,640 for the first regional diagnostic center for youthful offenders in this state. It will be built in Rocky Mount. We have found that preventive medicine is much more effective with our young people. There is a drug problem in some of our schools. We do have problems with vandalism.

Through the organization of junior sheriff and police organizations, law enforcement officers in Durham, Cleveland, Lincoln, Madison, Onslow, and Wayne counties will work with twelve- to sixteen-year-old youngsters to promote respect for law and good citizenship and to prevent teenage involvement with drugs and crime.

We experimented with the program in western North Carolina where one of the counties was plagued with coin and drink box vandalism. After the group organized, the police chief reports not one single act of teenage vandalism.

New and better training courses will be established for law enforcement officers. Better equipment will be provided.

Over $135,000 is allocated for an alcoholic treatment center near Boone.

The programs are varied. For the first time, Louisburg will now have a weekend police force and security lights will be installed at the Ashe County schools.

Tarboro will begin a community relations project. A presentence diagnostic clinic and a youth division of the police department will be established in Durham.

I have mentioned only a few of the outstanding projects this money will create. There are communications programs, equipment funds, and law enforcement training programs which will

begin across the state. Eight state agencies have thirty-three new programs funded.

I am sure you will be as impressed as I by all projects funded and their purposes.

ON SCHOOL INTEGRATION

February 14, 1970

[The integration of the public schools, often achieved through busing, resulted in a tremendous amount of discussion and mixed emotions during the Scott administration. On February 11, 1970, the governor issued a news release in which he called attention to G.S. 115-176.1, enacted in 1969, which provided that no public funds could be used for involuntary busing to bring about racial balance in the public schools of North Carolina. Governor Scott released also a letter which he had addressed to Dr. W. L. Turner, director of the Department of Administration, in which he had specifically stated that no funds would be expended in violation of the statute just mentioned. He further said no authorization would be given to use any other funds to provide busing for the purpose of achieving racial balance in the schools. On February 14 he issued the following statement on the matter of school integration. Just over a month later, on March 25, Governor Scott commented on a statement which had been made by President Richard M. Nixon, saying that the president's "long-anticipated statement on school integration really contained nothing new. It was mostly a reaffirmation of previous statements he had made on the subject." Scott was pessimistic when he added, "Frankly, I don't anticipate any change for North Carolina. We've all heard these words by the president before."]

In recent weeks there has been much written and said about busing of students and the destruction of our neighborhood schools. Both state and federal laws, often in conflict, are on the books. Both state and federal courts are now involved. Many bills have been introduced in Congress and others are being prepared. Much confusion exists.

I am personally committed to doing everything lawful to preserve our neighborhood schools. The neighborhood-school concept has been the strength of our public education system in North Carolina and our state has been committed to that policy for some time. It is a sound educational policy and must be preserved.

Because the ultimate solution to this problem must come from the federal level, I am going to Washington Tuesday to meet with our two senators and our congressional delegation to discuss this vital issue. I hope to accomplish two things. First, to let our repre-

sentatives and senators know that as governor of North Carolina, I will support the Stennis Amendment which would require all states to be treated equally. I also will support any other sound legislation that will make it national policy to protect our neighborhood schools and prevent the involuntary busing of students. Second, I hope better to coordinate our efforts in North Carolina with those of our delegation in Washington. Our senators and representatives are aware of our deep concern and are doing all they can to turn the tide of federal action. By better coordination between Raleigh and Washington, we can strengthen their hand.

I repeat my opposition to involuntary busing of students. I strongly support efforts to protect our neighborhood schools. Our efforts must be in a lawful manner through the legislative and judicial processes.

ON INTEGRATION IN NORTH CAROLINA'S COLLEGES

February 19, 1970

[The following statement was issued after Governor Scott had received a letter from the former director of the Department of Health, Education and Welfare's Office of Civil Rights. As was true of the public schools, the state institutions of higher learning were being criticized for their failure to integrate completely.]

I received today a letter from Mr. Leon Panetta, former director of HEW's Office of Civil Rights, in which he asks the state to submit a plan for additional desegregation of North Carolina's public colleges and universities.

This action by the Department of Health, Education and Welfare causes me tremendous concern. The people of North Carolina know that it has been the policy of this state for many years to accept applicants to all public colleges and universities without regard to race.

The letter we received does not deny this fact but states "that the State of North Carolina is operating a system of higher education in which certain institutions are clearly identifiable as serving students on the basis of race." Certainly race is not the "basis" for the operation of any institution of higher learning in this state and I think HEW officials know this.

Frankly, it is difficult for me to understand whom HEW officials expect to benefit by the type of action to which they now appear bent on subjecting the people of this state. Our system of public

higher education stands head and shoulders above most states in the South and, in fact, the entire United States.

We are providing advanced, quality education to as many persons of all races as our state budget will permit. Legislature after legislature has consistently appropriated funds giving the support necessary to enlarge and improve our system.

In my opinion, what HEW officials in Washington propose is nothing more than integration for integration's sake. I cannot see the benefit. If there is any, it certainly can only be negligible and the harm to our stable and efficient system of higher education will be disastrous.

In view of the fact that Mr. Leon Panetta, who drafted the HEW letter, has since resigned, I feel sure that his successor will recognize that North Carolina is in compliance.

I do not intend to embark lightly on a course which appears to me to lead to the destruction of North Carolina's public higher education facilities.

ON MEETING WITH SENATOR EDMUND MUSKIE

March 19, 1970

[In his March 19, 1970, statement, the governor denied any commitment made to Senator Muskie, a Democratic candidate for the office of president of the United States. Later, however, Governor Scott did lend his support to Muskie and worked diligently in his behalf.]

The meeting with Senator Muskie[221] covered a number of subjects, including that of busing of students. Our opposition to busing and our support of the neighborhood-school concept was made clear to the senator.

We wanted the senator to know that candidates for national office should take into account our views if they expected our support. No commitments were asked and none was given.

I have met with leaders from both parties, including key members of President Nixon's staff, to voice my opposition to busing of students. And I will continue to let national leaders know how our people feel about the issues facing their lives.

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[221] Edmund Sixtus Muskie (1914-), lawyer, senator from Maine; A.B., Bates College; LL.B., Cornell; governor of Maine, 1955-1959; senator from Maine since 1959. *Who's Who in America, 1972-1973*, II, 2290.



Governor Scott was photographed with Senator Edmund S. Muskie on February 2, 1972, in Washington. The governor was one the ten cochairmen named by the senator to head the National Citizens for Muskie Committee.

ON SENATOR ERVIN FOR THE SUPREME COURT

April 9, 1970

[The career of Senator Ervin was well known in North Carolina, and his qualifications for a justice of the United States Supreme Court were obvious to many people. Governor Scott urged that Senator Ervin's name be submitted as a candidate for the court; the suggestion was not accepted by President Nixon.]

I have today sent a telegram to the president urging him to submit Senator Sam J. Ervin's[222] name as a candidate for a member of the Supreme Court. The senator is widely known and respected

[222] Samuel James Ervin, Jr. (1896-), U.S. senator from Morganton; A.B., University of North Carolina, Chapel Hill; LL.B., Harvard; World War I veteran; former state legislator and judge; representative in U.S. Congress, 1946-1947; associate justice, North Carolina Supreme Court, 1948-1954; U.S. senator since 1954. *Who's Who in America, 1972-1973*, I, 940.

for his thorough knowledge of the Constitution, and I fully believe that he would be an asset to the Supreme Court. His background and training and his deep feeling for the individual in our country would make him an ideal justice of the Supreme Court of the United States. I urge the president to give Senator Ervin careful consideration and to submit his name to the Senate so that his views and background can become an important part of the Court's total thinking.

ON COMMUTATION OF SENTENCE OF MARION FRANK CRAWFORD

May 5, 1970

[The Crawford case was a dramatic one which had received a great deal of publicity. The statement which the governor issued explained his reasons for commuting the sentence to life imprisonment in lieu of the death penalty.]

On November 18, 1962, Marion Frank Crawford brutally murdered an eight-year-old Negro girl in the course of raping her. He was brought to trial at the February 4, 1963, session of the Forsyth County Superior Court. The jury found him guilty of murder in the first degree and did not recommend life imprisonment. The death sentence was imposed as required by North Carolina law. The case was appealed to the Supreme Court of North Carolina which found no error in Crawford's trial and upheld the death sentence. Execution was set for January 10, 1964, at 10:00 A.M. Early that morning a federal court order stayed the execution of the death sentence pending federal court review of the trial. Since then this case has been to the Supreme Court of the United States three times, and the United States Court of Appeals for the Fourth Circuit sitting in Richmond has finally ordered the state of North Carolina to "impose, without a new trial, a sentence of imprisonment for life in the State's Prison" or to release Crawford.

In the lengthy review of the Crawford trial and conviction, not once has any court, either state or federal, cast any doubt upon Crawford's guilt of a heinous crime; and yet as a result of a federal court order Crawford will be released unless he is given a sentence of life imprisonment.

This would be intolerable. It will be better for all concerned for the state to keep this man in custody for his life rather than let him go free. Thus, the federal courts give me no real choice.

Under the authority granted me by the constitution of this state, and upon recommendation of Attorney General Robert Morgan, I have commuted the death sentence which has been in effect since February, 1963. The commutation will impose a sentence of life imprisonment, as required by the federal court order, rather than permit his being released.

ON KENT STATE AND THE VIETNAM WAR

May 8, 1970

[On April 30, 1970, President Nixon ordered an invasion of Cambodia by United States troops. In the days following, demonstrations of protest took place at several colleges and universities, among them Kent State University in Ohio. During the ensuing difficulty there four students were shot and killed by National Guardsmen and several others were wounded. The Kent State deaths received an enormous amount of publicity throughout the country, and reaction was very strong. Following the invasion of Cambodia and the death of the Kent State students, several North Carolina student leaders, representing North Carolina State, Duke, Meredith, the University of North Carolina at Chapel Hill, St. Mary's, and Shaw, wrote to Governor Scott to protest the events which had occurred and to express opposition to the governor's endorsement of the Cambodian invasion. They told Governor Scott that they felt his telegram to President Nixon, endorsing the invasion of Cambodia, was ill advised; and they urged the governor to wire President Nixon again, rescinding his earlier statement. They also urged him to wire the governor of Ohio "to indicate your dismay at the tragic events at Kent State University." It was in response to this letter that Scott issued the following statement.]

I appreciate your concern over the views you have expressed in your rally. I want to commend you for the orderly manner in which you have met and expressed yourselves.

Of course, I am aware of your deep concern over a number of problems facing us in our country, particularly the war in Southeast Asia. I also know the recent tragedy at Kent State University is close to you.

You have expressed yourselves today just as I have on various issues—always openly and with the view that all of us can speak but the same time respect the rights and opinions of others.

On Monday, along with the governors of the other states, I will meet with the president to listen to his discussions of domestic and foreign issues. I will convey to him your deep and genuine concern over the matters you have spoken of today. Also, I will convey to

Governor James Rhodes[223] of Ohio the genuine and deep concern our students have over the death of the Kent State University students.

I will convey to the president the students' belief that his decision to escalate the Indo-Chinese war has been disruptive to the normal academic processes of the institutions of higher learning in North Carolina.

ON GUIDELINES TO FEDERAL COCHAIRMEN AND REGIONAL COMMISSIONS OF THE COASTAL PLAINS REGIONAL COMMISSION

May 28, 1970

In early February, just prior to the last meeting of the Coastal Plains Regional Commission in Columbia, South Carolina, I received a draft copy of "guidelines, terms, and conditions to be observed by the Federal Cochairmen and the regional commissions in the management of their activities and expenditure of funds allotted to them." These guidelines were developed by the office of the secretary of commerce and, quite frankly, were disturbing in several respects. The manner in which they were developed and the authority which was being assumed, in my mind, totally violated the spirit of the present relationship between the states and the federal government.

We in North Carolina have been impressed with the benefits which have resulted from the state-federal partnership arrangement of the regional commissions. Since North Carolina participates in both the Coastal Plains Regional Commission and the Appalachian Regional Commission, we see the potential for even greater accomplishments, provided we do not restrict the unique flexibility of these programs with what might be termed the typical federal "guidelines, terms, and conditions."

The proposed guidelines will seriously undermine the partnership which we have carefully developed. Furthermore, the guidelines are an attempt to place authority for the commission programs squarely in the hands of the secretary of commerce and his alternates. The options of the state members will be unduly re-

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[223] James Allen Rhodes (1909-), government official; educated, Ohio State; former city auditor and mayor of Columbus; auditor of Ohio, 1953-1962; governor of Ohio, 1963-1970. *Who's Who in America, 1972-1973*, II, 2633.

stricted if these guidelines are followed. The secretary, by virtue of his approval or disapproval of a required annual financial plan for the commission, can displace the principal allocation mechanism of the commission programs which currently is the State Investment Plan.

The quality of these state planning efforts has impressed and pleased me during the past two or three years. The priorities evolving from joint planning efforts between commission field personnel, state agencies and departments, and local officials, should provide the principal basis for reaching decisions on how funds will be apportioned. The guidelines potentially place this authority squarely in the hands of the secretary of commerce and his staff who are not, and cannot be expected to be, familiar with local needs and priorities.

I expressed my opposition to these guidelines in February and asked that they be conveyed to the secretary. The guidelines were revised to some degree; but those which were approved by Secretary Maurice Stans[224] on March 17, 1970, are, from a policy standpoint, essentially the same as the earlier draft. Since the commission program is a joint state-federal effort, I do not question the authority of the secretary of commerce to set forth certain conditions relating to the operation of the federal cochairman's office. However, when guidelines for total commission operations are being developed, they should not be developed in isolation from the states. Such a means of guideline development would be, it seems to me, in direct conflict with the Nixon administration's much heralded concept of New Federalism.

I would like to suggest that some arrangement be made for representatives of the states and the secretary's office to meet together and discuss these guidelines, how they can be developed to reflect state thinking and conform more closely to what is required in a true partnership arrangement.

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[224] Maurice Hubert Stans (1908-), government official from Washington; native of Minnesota; educated, Northwestern and Columbia; former corporation official; affiliated with federal government in several capacities including service as secretary of commerce, 1969-1971. *Who's Who in America, 1972-1973*, II, 3018.

ON SHIPMENT OF NERVE GAS THROUGH NORTH CAROLINA

July 30, 1970

[In the summer of 1970 the Department of the Army announced its plan to ship nerve gas through North Carolina. This obsolete and deteriorating gas was to be sent by rail to Sunny Point, and from Sunny Point it was to be taken out to sea for disposition. Conservationists and many public officials expressed great concern over the safety of the move. A fact sheet, to which the governor had access, explained the precautions which were taken to prevent any disaster. The gas was encased in 418 sealed concrete and steel vaults; the material was to be moved by special trains, which would not travel at more than 35 miles an hour. The trains would be preceded by a pilot train to assure the safety of the track. Special medical and security personnel and a military escort would accompany the munitions trains. These and other safety measures were carefully explained; and as a result, the governor issued the following statement.]

Last Friday I sent a telegram to the Department of the Army to express my great concern over the proposed shipment of nerve gas through North Carolina to be disposed of in the Atlantic Ocean, reportedly to be off the coast of North Carolina. Today I received official notification from the army that it does plan to dump obsolete gas into the ocean.

This morning I conferred at length with Brigadier General William Stone[225] of the Department of Army General Staff in Washington. The following was made known to me:

1. Based on in-depth studies by eminent scientists with one study being headed up by Dr. Paul Gross[226] of Duke University, it appears this is the last alternative available for disposal of the nerve gas, that time is a critical factor, and the gases must be disposed of in the near future.

2. I am satisfied that rigid safety precautions will be used in

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[225] William Welch Stone, Jr. (1918-), retired army officer, native of Los Angeles; B.S., M.S., California Institute of Technology; army career, advancing to brigadier general, 1967; director of chemical and nuclear operations, Department of the Army, 1968-1970; retired, 1970; consultant since retirement. *Who's Who in America, 1972-1973*, II, 3067.

[226] Paul Magnus Gross (1895-), professor of chemistry from Durham; native of New York; B.S., College City of New York; M.S., Ph.D., Columbia; joined Duke staff in 1919, serving as administrator and teacher prior to becoming professor emeritus in 1966; consultant and adviser to many boards and organizations. *Who's Who in America, 1972-1973*, I, 1255.

the transportation of this gas through North Carolina.

3. The gas will not pass through any major population centers.

4. The disposal will not be off the coast of North Carolina as earlier indicated but will be in a disposal area located almost due east of Daytona Beach, Florida, which is located 300 nautical miles from Southport.

5. The materials will be disposed of in water some three miles deep.

6. The nature of the material to be disposed of, if it ever leaked, has an extremely short life-span and because of its density, which is heavier than water, would not rise to the surface.

7. I have been assured that this means of disposal will not likely ever be used again as other means of deactivating this material are being developed.

The Sunny Point Terminal is being used because it is a munitions terminal now, and personnel there have the security, training, and experience essential in handling this type of cargo.

Based on these factors, I have reached the conclusion that the lives and welfare of our citizens will not be in danger and that the possibility of future danger to our environment or danger to future generations is negligible. Therefore, I will not ask for a court injunction to prevent this shipment from passing through our state. Such injunctions in other states have not been upheld.

ON NORTH CAROLINA SUPREME COURT DECISION RE HOUSING LEGISLATION

July 31, 1970

[The governor expressed great pleasure when the North Carolina Supreme Court upheld the constitutionality of the North Carolina Housing Corporation. See the governor's year-end message of December 31, 1969, pages 243-247, for details concerning the North Carolina Housing Corporation.]

The decision handed down today by the Supreme Court of North Carolina upholding the constitutionality of legislation creating the North Carolina Housing Corporation is good news.[227] It's good news not only to me because adequate low income housing for our citizens is a basic part of my administration, but it is especially good news to the many low income families in our state who desire to own their own homes.

[227] *Martin* v. *Housing Corporation*, 227 N.C. 29 (1970).

I stated last year my firm belief that decent housing is the public's business. Decent housing for all of our citizens is essential for the well-being of our state. The decision of the court is an affirmation of that concept. It is a landmark decision and a historic day for North Carolina.

The Housing Corporation was not created to compete with private builders or private mortgage finance institutions. It was created to complement and assist them. But the success of the North Carolina Housing Corporation will depend more upon what happens in our local communities than anything the governor, the General Assembly, or the courts might do. We will need the concerned and willing cooperation of local governments to see that outdated zoning, land-use policies, and code enforcements do not hamper or hold back the program. We also need to have the understanding concern and support of suppliers, builders, and developers. We will need all these things to put North Carolina's home building potential into high gear and to meet the needs of our low income families.

Creating better housing conditions is not, of course, something we can do overnight. But the supreme court has now cleared the way for us to start. It is a job that will involve all the citizens of North Carolina in some way, regardless of their income.

This decision enables me now to take another significant step toward improving the quality of life of our people. The term "liveability" in our state will take on new meaning as a result of this program.

It is my hope that twenty years from now many of those North Carolinians who otherwise would never know the satisfaction of home ownership will be living in safe, sanitary, and comfortable homes.

Because of the support for many of my programs to provide low income housing, including that of the attorney general who successfully argued the case before the supreme court, North Carolina will go forward on a new front and has assumed leadership in a vital area; and I am confident other states will follow our lead.

ON COURT ORDER CONCERNING CHARLOTTE-MECKLENBURG SCHOOL SYSTEM

August 25, 1970

[The Charlotte-Mecklenburg school system was the forty-third largest in the United States, with an area of 550 square miles and more than

84,000 children in 107 schools. Of these, 71 percent were white and 29 percent Negro. As of June, 1969, approximately 24,000 Negro pupils were enrolled, with 21,000 of them in schools in Charlotte. Of this number, 14,000 were enrolled in 21 schools which were either Negro or 99 percent Negro. In a suit by James E. Swann and others against the Charlotte-Mecklenburg Board of Education and others, it was shown that neighborhood schools had been built in a size to accommodate the particular area, resulting in segregation. In April, 1969, the United States District Court ordered the school board to come up with a plan for desegregation. Two interim plans were adopted, but the board was ordered to file a third plan by November, 1969. The board moved for an extension until February but this move was denied. The partial plan which was submitted in December was not acceptable to the court. At that point Dr. John Finger, "an expert in education and administration," was appointed to draw up a plan; in February, the district court received a Finger Plan and the final plan of the school board.

The board plan restructured school attendance zones but rejected the concepts of pairing and clustering to achieve racial balance. Reassignments were proposed, but the result would be that Negro attendance at one high school would still be only 2 percent. One junior high would be left with 90 percent Negro enrollment. More than half of the Negro elementary pupils would be left in nine schools with 86 percent to 100 percent Negro enrollment. Under the Finger Plan the suggestion of the board was accepted except as it applied to one school to which 300 Negroes would be assigned. Students from the inter-city Negro junior high school were assigned to nine outlying, predominately white junior highs. For the elementary schools the concepts of zoning, pairing, and grouping were used, resulting in 9 percent to 38 percent Negro enrollment.

On February 5, 1970, the district court adopted the board plan, as modified by the Finger Plan, for the junior and senior high schools and adopted the Finger Plan for the elementary schools. Implementation was partially stayed by the Court of Appeals for the Fourth Circuit on March 5 and the Supreme Court refused to disturb the order. (See 397 U.S. 978.) On appeal the court of appeals affirmed the district court order except as it related to the elementary schools. The court of appeals felt that pairing and grouping put too much burden on the board and on the system. The case was sent back to the district court, but the United States Supreme Court granted a certiorari (399 U.S. 926) and directed reinstatement of the district court order pending further proceedings there. On remand to the district court two plans were presented for the elementary schools: the HEW plan based on contiguous grouping and zoning of schools and the plan prepared by four members of the nine-member school board (the minority plan) which had the same results as the Finger Plan but which involved less transportation. The district court said that the Finger Plan, the minority plan, and an earlier draft of the Finger Plan were all reasonable. The school board was told to adopt one of those or come up with an alternate plan. The Finger Plan was to remain in effect if the board failed to adopt a new plan which was satisfactory. On August 7 the board said it would acquiesce in the Finger Plan but thought it unreasonable. An order of August 7, 1970, directed that the Finger Plan be put into effect.

The United States Supreme Court upheld the August 7 order, saying "The objective today remains to eliminate from the public schools all vestiges of state-imposed segregation." The court stated that every school did not have to reflect the racial composition of the district as a whole; however, the district court's limited use of a racial ratio as a starting point was permissible. The court also stated that it was possible to continue a school which served virtually one race, but such a school would be scrutinized carefully by the courts. The optional majority to minority transfer was all right, but arrangements had to be made to provide transportation and space for those wishing to transfer. The Supreme Court also held that pairing and grouping of noncontiguous schools were satisfactory tools to use in achieving the result of desegregation. Furthermore, the decision held that transportation could be required by the courts in order to achieve racial desegregation. It was pointed out that busing had long been used in consolidated schools. The objection to transportation might be valid when time or distance put so great a hardship on a child as to risk his health or to impinge on the educational process. The Supreme Court noted that the age of students might be taken into account. School boards and district courts were not required to make year-to-year adjustments. (*See James E. Swann et al.* vs. *Charlotte-Mecklenburg Board of Education et al.* [402 U.S. 1], 1970). The case was argued on October 12, 1970, and was actually decided on April 20, 1971.

Following the February, 1970, order of District Court Judge James C. McMillan, there had been angry reaction on the part of many white parents. The *Charlotte Observer* of February 6 had noted that the school board's plan would have permitted the neighborhood-school concept to continue in some instances, resulting in virtually all black schools. The paper editorialized that it would make sense to extend the sought-after educational benefits to all black children. The *News and Observer* of February 15, 1970, had stated that, though it opposed busing, "only the Supreme Court has the judicial authority and judicial confidence to provide this interpretation of basic American law." Governor Scott had written to the president of the United States on February 18; he noted that the president had said he was opposed to busing and Scott urged him to direct the attorney general of the United States to intervene in the Charlotte-Mecklenburg school case. In his letter to President Nixon, Governor Scott commented on the excellent school system which North Carolina had and added, "It sprang from the grass roots of our State and that is its strength. . . . To tamper with a system that has evolved with our people, without their consent, is to invite its destruction." On February 25 the governor received a copy of a notice informing him of action on a hearing to be held March 10 on the Charlotte-Mecklenburg case. The governor instructed the attorney general to represent him in the matter, saying that the attorney general and other attorneys would develop the strategy to be followed prior to the court hearing on March 10. Following the announcement that Chief Justice Warren Burger had declined to grant a stay in the implementation of the order which affected the Charlotte-Mecklenburg schools, the governor issued the following statement.]

I am disappointed that Chief Justice Warren Burger declined to

grant a stay in the implementation of the court order affecting the Charlotte-Mecklenburg school system.

We are a law abiding people and I have every reason to expect that school will start peacefully.

We'll continue classes peacefully until the Supreme Court decides what course of action must be taken.

But it is unfortunate that the educational experience must be so uncertain for the students caught up in the cloud of confusion that hangs over the Charlotte-Mecklenburg system, as well as other schools throughout the state.

We have worked long and hard to create a good educational environment for our children in an atmosphere of strong support of our public school system.

The Supreme Court should not be on a three-month vacation during these critical times but should be sitting to hear this case, which is so important not only to North Carolina but to the entire nation.

ON RESOLUTION ENDORSING THE REGIONAL HIGHWAY PROGRAM

Atlanta, Georgia, August 26, 1970

[Governor Scott issued the following statement before the Coastal Plains Regional Commission, which met in Atlanta. He was introducing a resolution endorsing the regional highway program, and he emphasized the necessity of adequate transportation to ensure the development of the states comprising the commission.]

The Coastal Plains Regional Commission was officially chartered just over three years ago—on July 29, 1967. Following the organization and staffing of the commission—some two and one-half years ago—six program areas were identified as meriting special emphasis by the commission.

These program areas were:

1. Education and Manpower Training,
2. Marine Resource Development,
3. Agriculture,
4. Tourism and Recreational Development,
5. Industrial Development, and
6. Transportation.

Housing was added this year.

The impact of special commission programs in each of these

areas of emphasis must relate to a coordinated economic development effort within the Coastal Plains Region. We cannot talk realistically about economic development, in the broadest sense of the term, by giving undue emphasis to any single program area. Therefore, the commission has, in its short life-span, developed detailed technical studies to support an across-the-board approach to economic development of this economically depressed region of our three states.

These technical studies have pinpointed both the problems and opportunities facing our region in relation to tourism development, marine resource development, education and manpower training—especially at the vocational and technical institute level—agricultural development, industrial development, and a developmental transportation system.

The commission has, to date, devoted most of its resources to grants supporting construction of vocational and technical educational facilities. In the coming fiscal year major emphasis will be given to the support of several marine science facilities. These centers will blend basic research and educational programs that will support and encourage the practical development and utilization of our coastal resources.

In conjunction with studies which suggested programs in agriculture, tourism, and industrial development, the commission received a "Coastal Plains Regional Transportation Study" in July, 1969. This study recommended a complete transportation system for the Coastal Plains Region of the three states. A major feature of the plan consisted of an extensive highway system that would play a key role in encouraging the investment of private capital within the region.

The existing highway network is quite extensive. However, except for the interstate system, less than 5 percent of highways are four-lane facilities. There is a serious need for more intercity freeways within the region and between the region and the Piedmont area of the three states.

In spite of dedicated efforts, the individual states will fall behind in their highway improvement programs in the Coastal Plains Region if some special assistance program is not devised.

If the region is to achieve an accelerated rate of growth then the highway improvement program must be augmented.

The transportation study recommended to the commission that the focus be on two intermediate levels of highway construction. First, a regional freeway system, constructed to interstate stan-

dards, which would connect the major urban centers in the region. Secondly, a four-lane, partial control of access system which would link the secondary urban centers into the regional network.

The main features of this recommended highway system involves a coastal corridor between Norfolk, Virginia, and Savannah, Georgia, a Fall Line corridor between Augusta and Columbus, Georgia, and several East-West corridors which would connect the coastal area more closely with the Piedmont region.

The transportation program is closely related to the other commission programs—industry will not go where it cannot ship its products and tourists will naturally go to those areas where adequate means of access are available. The highway system recommended by the study will play a key role in the full realization of the tremendous potential of the tourism industry in the coastal area. In this respect both the coastal corridors and the East-West corridors are of prime importance. A recent study of tourism in Carteret and Dare counties in North Carolina revealed that the largest number of tourists came from North Carolina, Virginia, Pennsylvania, New York, and Ohio. In Dare County, the tourists from Ohio and Pennsylvania almost equaled the number from North Carolina.

This pattern of tourist travel suggests that, for my state at least, the East-West corridors must be upgraded concurrently with the coastal corridor. I realize this recommended highway system is an ambitious undertaking. The complete system will involve some 5,000 miles and will cost $2.6 billion.

This will require large sums of money from both federal and state sources. It is hoped that we can arrange for a cost-sharing ratio similar to that authorized in the Appalachian programs. If we phase this program over a period of ten years, then we are talking about an annual expenditure of some $260 million. At a minimum the states must provide $78 million of that amount, assuming a 70-30 federal-state ratio. My own state would have to provide at least $27 million annually in order to develop this much needed highway system. If the matching ratio is on a 50-50 basis, then the states would need to earmark $180 million annually. North Carolina's share of that total would require an outlay of $45 million annually. Admittedly, this is a stiff challenge, but we in North Carolina are willing and anxious to get on with the job.

I would like for the commission to accept the highway system as proposed in the "Coastal Plains Regional Transportation Study." I would also suggest that we get on with the job of convincing

Congress and the U.S. Department of Transportation that additional authority and funds for this program are essential to the development of this region.

ON LEGISLATION AFFECTING HIGHER EDUCATION

June 22, 1971

[In the closing days of the General Assembly the matter of restructuring higher education had yet to be resolved. In the following statement Governor Scott, with the concurrence of Lt. Gov. Pat Taylor and House Speaker Phil Godwin, called on the legislature to postpone a decision on higher education until a set date in the fall. The suggestion was adopted, and the General Assembly reconvened in October to take up the question of higher education.]

The lieutenant governor and the speaker of the House and I have reviewed the status of pending legislation in the General Assembly. We discussed what remains yet to be done and a possible timetable to complete the work of this session.

A major policy decision that has not been resolved is what should be done to restructure higher education in North Carolina to bring about better planning, coordination, and more effective program and budget control among all our public institutions of higher learning. Members of the General Assembly have been devoting all their time and energies to budget requests, tax matters, environmental legislation, major state government reorganization plans, as well as hundreds of other state and local bills.

Consequently, they have been unable to devote the needed attention to the Warren Committee report or to other proposals pertaining to the restructuring of higher education.

Furthermore, several major and essential matters, including the appropriations bill, environmental legislation, and state government reorganization, are still to be acted upon; and it is expected that these will consume the full attention of the legislators all of this week and next. We feel that the essential and all-important matter of reshaping our system of higher education should be done when our legislators can give it proper attention and study. The matter should not be rushed through to passage in the final hours before adjournment.

Therefore, we recommend that the General Assembly, after disposing of other major legislation now pending, adjourn to a certain

day this fall and reconvene to take up the question of higher education only.

The lieutenant governor, the speaker of the House, the chairman of the House and Senate Committees on Higher Education, as well as other legislative leaders, agree that this is the best course to follow.

This action is in the best interest of the legislative process, the future of higher education, and the state of North Carolina.

To say that the recommended course of action enhances or diminishes the position of any party to this matter would be both inappropriate and inaccurate. Our first and overriding concern is to assure a reasoned judgment for the benefit of public higher education in North Carolina.

ON THE CONDITION OF THE GENERAL FUND AS OF JUNE 30, 1971

The state of North Carolina continues in sound fiscal condition. General Fund revenue collections of $967,636,156 for 1970-1971 were approximately 3 percent or $30,436,156, above the estimates projected by the 1969 General Assembly.

General Fund expenditures for operation of state government programs were $939,311,030 for 1970-1971, as compared to $837,404,905 in 1969-1970, an increase of $101,906,125, or approximately 12 percent.

We began the 1971-1973 biennium with a General Fund credit balance of $147,217,428, which is composed of revenue collections in excess of original legislative estimates ($68.5 million) and unspent 1969-1971 appropriations ($78.7 million). The entire beginning 1971-1973 General Fund credit balance has been used by the 1971 General Assembly in the construction of our new biennial budget.

ON RAILROAD STRIKE

July 29, 1971

[A widespread railroad strike had an immediate effect on the economy of the South. In the following statement, Governor Scott called on President Nixon to take steps to see that the strike was settled; he pointed out the dire consequences of its continuation. The rail matter was settled on

August 2 when approximately 190,000 trainmen won pay raises of nearly $1.50 an hour over forty-two months. By the time of settlement the strike had spread to ten railroads. See *News and Observer*, August 3, 1971.]

Last Friday I appealed to the president, urgently requesting his personal assistance in mediating a settlement of the Southern Railroad strike—a strike affecting a large segment of the economy of the entire South. Since then other railroads have gone on strike, thus resulting in a massive stoppage of freight cars and deliverable goods.

Now I have a telegram from the secretary of transportation, John Volpe,[228] asking me to assist the Nixon administration "in assessing the present and impending impact of the rail strike on the economy and commerce" of our state. It doesn't take an adding machine to add up the impact of people out of work, of feeder rail lines slowing down or stopping completely because the mainline trains can't deliver the goods and products of business and industry. In my appeal to help settle the rail strike, I asked the president to work with management and labor, indicating to him that both sides would be receptive to his office and suggestions.

In the meantime, the president is pussyfooting around, sending telegrams while our industries and agricultural producers suffer at a critical time. But for the record, the impact on the strike in North Carolina shows that several major companies have announced a rather substantial number of employees will be temporarily laid off, beginning within the next ten days, due to the inability to obtain supplies for processing.

Supermarkets are having to truck canned foods, which is resulting in an average of 40 cents per case increase in price. This will be passed on to the consumer. Carolina Power and Light Company and Duke Power Company now have approximately a ninety-day supply of coal. The strike can very well affect shipment of coal to schools, hospitals, and health-related institutions. In the field of agriculture, the turkey and poultry industry are seriously affected.

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[228] John Anthony Volpe (1908-), government official from Washington, D.C.; native of Massachusetts; graduate, Wentworth Institute, honorary degrees; founder, John A. Volpe Construction Company; former federal highway administrator; governor of Massachusetts, 1961-1963, 1965-1969; United States secretary of transportation since 1969. *Who's Who in the South and Southwest, 1971-1972*, 635.

Between one half and two thirds of all the poultry industry in North Carolina is served by the lines on strike. All poultry feeds are now being transported by truck, resulting in an increase of 35 cents per bushel additional cost. Many broilers will be dressed under normal weight, which will upset current marketing prices. Many producers will start reducing flocks by the end of this week due to the shortage of food. Shipment of hogs will be affected within the next thirty days. All fertilizer plants will be closed. The urgent problem centers on the turkey and poultry industry. It is most severely affected. In the near future, other problems can very well be expected due to the lack of shipment of supplies and chemicals as well as fresh vegetables. Many companies are beginning to experience a shortage in supply of trucks available.

ON PAY INCREASES FOR TEACHERS

September 16, 1971

[Because inflation was eroding the value of the dollar and creating economic problems throughout the country, President Nixon called for price controls in the late summer of 1971. Immediately there were questions as to whether or not teachers and others who had been granted increases by legislative action could be paid those raises. The following statement was issued after Governor Scott received a letter which clarified the situation with regard to teachers.]

I am delighted to announce that I have obtained sufficient information from the Cost of Living Council and the Office of Emergency Preparedness today to enable me to instruct the state budget officer to authorize the payment of salary increases for teachers. For several weeks now I have tried to obtain an answer from the Washington officials on whether or not the state of North Carolina could properly pay the teacher salary increase appropriated by the 1971 General Assembly.

I met with the vice-president at the National Governors' Conference and asked his assistance in speeding up a reply to the North Carolina questions. Today I received a telegram in answer to my letter of September 9, 1971, which answers specific questions with respect to the North Carolina situation. I am determining today as a result of this reply that North Carolina teachers are eligible for this pay increase.

ON STATE GOVERNMENT REORGANIZATION AND DEPARTMENT OF CONSERVATION AND DEVELOPMENT

December 13, 1971

[There was a great deal of controversy concerning the status of the Department of Conservation and Development and the office of director of the department following the reorganization of state government and the establishment of the Department of Natural and Economic Resources, of which Conservation and Development was a branch. The following statement was issued by the governor as an explanation of his position with regard to the appointment of a director for the Department of Conservation and Development.]

The biggest mistake in the C&D or no C&D matter has been the impression and assumption of many, among them candidates for office and the news media, that the office of director of conservation and development, and even the department itself, was abolished as the result of the General Assembly's approval of the state government reorganization plan.

A perfect example of this line of thinking appeared on the editorial page of a Raleigh newspaper last Friday when the director's job was referred to as "director of a *defunct* [italics added by the governor] state agency." The afternoon paper followed by referring to the department as: "the abolished Department of C&D."

One candidate has referred to Gene Simmons[229] as "the imaginary Director of the make-believe Department of C&D." I assume the man who made that statement voted for the bill. Perhaps he should reread it. Mr. Simmons, his position, board, and department are, by law, no more imaginary or make-believe than those of us here today and the positions we hold. No one can wave a magic wand and make them or us disappear, regardless of how much he would like for his own personal and political gain.

Such statements as these have misled the public. They are simply not factual or true. The dictionary defines "defunct" as meaning "no longer living or existing; extinct."

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[229] Walter Eugene Simmons (1916-), tobacco warehouseman from Tarboro; educated, University of North Carolina, Chapel Hill; World War II veteran; former Senate reading clerk; chosen chairman of North Carolina Democratic party, January, 1970. *News and Observer*, January 8, 10, 18, 1970; information furnished by William S. Powell, curator, North Carolina Collection, University of North Carolina, Chapel Hill, March 22, 1973.

Those who have referred to the C&D director's position or the department in this manner have not cared enough or taken the time to read and understand the Executive Reorganization Act, ratified by the General Assembly on July 14, 1971, specifically as it refers to C&D. Not only didn't the General Assembly abolish C&D, but it created additional duties and responsibilities and transferred the Department of Local Affairs to C&D. The legislature instructed the director of C&D to investigate the impact of proposed new and expanding industry in our state, and it also gave him discretion concerning permits to dredge or fill in or about estuarine waters or state-owned lakes plus other environmental protection duties.

Section 14 of the Reorganization Act creates a new Department of Natural and Economic Resources, providing for a secretary to be named head of the department. Subsection 10 of Section 14 clearly and specifically states that the department and board of C&D are transferred by a Type II transfer to this new department. The act also, in describing a Type II transfer, states that such means "the transferring *intact* [italics added by the governor] ("untouched or uninjured; kept or left whole; sound; unimpaired") of an existing agency, or part thereof, to a principal department . . . to exercise all its prescribed statutory powers independently of the head of the principal department."

It is interesting to note that some seventeen departments, agencies, boards, committees, or commissions were transferred to this new department, some by a Type I and others, such as C&D, by a Type II transfer. The General Assembly never intended to abolish C&D. This is further supported by the fact that by Subsection 21A of Section 14 of the act, the Department of Local Affairs was transferred by Type I "*to the Department of C&D* [italics added by the governor] in the Department of Natural and Economic Resources."

No one has yet called for the firing or resignation of other agency or department heads transferred to a new department, or asked that their existing departments be abolished. I refer to agencies and departments which were or are to be transferred by Type II, as C&D, to a principal department. Examples are many: Water and Air Resources in NER; Personnel and Housing Corporation in Administration; Highway Commission, Motor Vehicles, and Ports in Transportation; Board of Health, Mental Health, and Social Services in Human Resources, etc.

Also, I would not anticipate that a call would be made to fire or do away with the commissioner of corrections, probation director, commissioner of youth development, and chairman of the Board of Paroles when their departments are transferred (by Type II as C&D) to the new Department of Social Rehabilitation and Control.

The chairmen of the Utilities and Industrial commissions will also be needed when their agencies join others in a new Department of Commerce. All of these individuals have specific statutory duties remaining, as does the director of C&D.

Much comment has been made about the "intent" of the General Assembly as it refers to C&D and reorganization generally. G.S. 113-9, which has been on the law books for almost fifty years, states that the governor *shall* appoint a director who *shall* serve under the direction and supervision of the board and who *shall* have charge of the work of the department. The word *shall* in our statutes has many times been interpreted by our courts to mean a mandatory duty to be performed with no discretion allowed.

The 1971 General Assembly made no change in this statute. It was not repealed. In fact, Section 9 of the Reorganization Act specifically reserves to the governor his power and authority to appoint the heads of transferred agencies where such power formerly existed.

Much has also been said and written about the duties of the director being nonexistent. There again, it would behoove these so-called experts to read Chapter 113 of the General Statutes, portions of which I have here today.

The Department of Natural and Economic Resources came into being on October 1. It is barely two months old. During these first months several organization charts were issued. They did not show a board or a director of conservation and development. More recent charts do. By law the earlier ones should have. Section 1, Subsection (8) of the Reorganization Act provides in essence that changes in divisions or allocation or reallocation of duties *which affect existing law* must be done in accordance with Article III, Section 5, of our Constitution—by executive order of the governor subject to approval of the General Assembly and effective only after such approval.

State government reorganization is now in an extremely important transitional phase. We are attempting to do what few other states in the nation have accomplished. We intend to make the Executive Department more responsive to the governor and the government more responsive to the people. When reorganization

is completed, I envision a considerable savings of both money and personnel with a concurrent increase in service to our citizens.

ON REPORT OF INVESTIGATION AT CHERRY HOSPITAL

January 17, 1972

[Following release of information obtained by the North Carolina Mental Health Association regarding conditions at Cherry Hospital in Goldsboro, an investigation was made by the State Bureau of Investigation concerning the situation. Subsequently resignations were called for from two hospital officials: J. W. Gaddy, Jr., business manager, and George Culbreth, personnel manager. See *News and Observer*, February 8, 1972.]

The attorney general, the Honorable Robert Morgan, has delivered to me this afternoon a report of the investigation conducted by his office into the operations of Cherry Hospital at Goldsboro.

This report contains 871 pages and obviously is very thorough. I will review this report carefully and will have a more detailed statement to make on this matter in the near future. The report itself will not be made public in order to protect the confidential sources of information available to the State Bureau of Investigation and in accordance with G.S. 114-15 which reads as follows:

All records and evidence collected and compiled by the Director of the Bureau and his Assistants shall not be considered public records within the meaning of G.S. 132-1, and following, of the General Statutes of North Carolina and may be made available to the public only upon an order of a Court of Competent Jurisdiction.

Such facts as may be made public without jeopardizing the sources of information or prejudicing innocent people involved will be brought to light at the time when I make a more detailed statement.

ON CROWDED COURT DOCKETS

January 29, 1972

It is my hope that news reports in recent days will focus much needed public attention upon problems in our criminal justice system. On Tuesday Attorney General Robert Morgan discussed our

overcrowded court dockets—counting district court calendars, his figures revealed a 42,000-case backlog in our judicial system.

Today we read of overcrowding leading to the closing of prisons in Florida. These problems, in my opinion, go hand in hand. Without proper planning in our entire system, such a condition could possibly come to pass in North Carolina. With a present population of 10,000 inmates, our prisons could not adequately contain many thousands more at this time. This would only compound our problems of inadequate facilities and personnel.

My administration is committed to much needed reform in our entire criminal justice system. The North Carolina Bar Association, at my request, is rendering an outstanding public service in this area and will resume its study of our adult correction system upon completion of its current probe of juvenile corrections.

In many cases, some alternatives to active sentences must be found and made effective. Different methods must be found to deal with those convicted of victimless crimes (public drunks, drug addicts, and others requiring special treatment centers). Parole and probation, where merited, should be expanded as their use has proven to be a better weapon against recidivism than mere confinement. A well-informed and concerned public is vital if we are to meet and solve these problems.

ON CARE OF THE MENTALLY ILL

March 1, 1972

[In the following statement, Governor Scott referred to the increased appropriation which had been made to provide help in the area of patient care at the mental hospitals. The investigation of conditions at Cherry Hospital called attention to the treatment of North Carolina's mentally ill. Officials of the North Carolina Mental Health Association had presented certain facts to the governor; and he, in the following statement, made public statements regarding the situation and raised certain questions.]

Officials of the North Carolina Mental Health Association briefed me on the findings of the ad hoc committee's study. I appreciate the committee's concern in the vital area of patient care, and I commend the association for the strong support it has given our entire mental health program over the years.

The report cites inadequate staffing for patient care, which is primarily a question of money. But it also raises the question of

whether priorities need to be revised in order to make better use of the money already available.

I am asking Dr. Lenox Baker, new secretary of human resources, and the Board of Mental Health to review their priorities to be sure that we are "putting first things first"—that is, that we are taking care of the mental hospital patients as adequately as humanly possible. Long-range developmental goals are fine, and are very necessary, but they should not tie up funds or personnel needed to care for the patients who are here—now—today.

Since I came into office approximately 200 patient care personnel have been added to the staffs of the four mental hospitals, at a cost of approximately $3 million. For the fiscal year 1967-1968, the total number of patient care employees at the hospitals was 2,680. This figure rose to 2,779 in 1969-1970 and to 2,913 in 1971-1972.

As director of the budget, I will seek to correct existing shortages in patient care personnel in the new budget to be presented to the 1973 General Assembly.

I might point out that a research arm of the General Assembly, the Legislative Research Commission, is conducting a study of the Department of Mental Health's facilities and programs. I am making the observations and recommendations of the Mental Health Association available to the Legislative Research Commission, which under terms of a Senate resolution passed by the 1971 General Assembly is to "conduct an in-depth investigation and study of the Department of Mental Health and all related programs to determine whether sufficient facilities, treatment, care, supervision, guidance, rehabilitation and mental health services are being provided for the mentally ill, mentally retarded, alcoholics and drug addicts of the State. . . ."

The Legislative Research Commission's mental health study is being done by a subcommittee headed by Senator Charles Larkins[230] of Kinston. Senator Larkins's group, which has held several meetings, will file a report for submission to the 1973 General Assembly.

I am also making the Mental Health Association's report and recommendations available to the North Carolina Mental Health Council, a statutory agency with a membership that includes the

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[230] Charles H. Larkins, Jr. (1930-), merchant from Kinston; Bachelor of Business Administration, Wake Forest; U.S. Navy veteran; state senator, 1969-1971. *North Carolina Manual, 1971*, 644.

Mental Health Association. Dr. Eric Pfeiffer,[231] Duke University psychiatrist, is president of the Mental Health Council, which is charged with the responsibility of "considering ways and means to promote mental health in North Carolina and to study needs for new legislation pertaining to the mental health of the citizens of the state."

Again, my thanks to the Mental Health Association for its investigation and report. We share a common goal—the best care and treatment possible for the victims of mental illness in North Carolina.

ON WITHDRAWAL OF MUSKIE FROM PRESIDENTIAL CAMPAIGN

April 27, 1972

[On April 19 Governor Scott had issued a statement affirming his support of Senator Muskie's campaign for the Democratic presidential nomination. The chief executive expressed disappointment that his candidate had canceled plans to campaign in North Carolina but promised that "his banner will be carried forward." He recalled his backing of Muskie since February, 1971, adding that the candidate "is as solid as granite. He has the qualities of leadership, vision, courage, and integrity that Americans are seeking and must have in their president." Scott was convinced of the "winning capability" of the senator, and he was disappointed when his favorite withdrew from the race. Muskie's decision came after returns were in from the Wisconsin, Massachusetts, and Pennsylvania primaries, the results of which eliminated him as a serious contender. The following statement was issued by Governor Scott after Muskie withdrew from the race.]

I stood by Senator Muskie during his active campaign for the presidency.

Since he took himself out of the campaign this morning, I will now support my fellow North Carolinian and former governor, Terry Sanford.

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[231] Eric Armin Pfeiffer (1935-), native of Germany; psychiatrist from Durham; educated, Washington University; intern, Bronx Municipal Hospital Center of New York; resident, University of Rochester Strong Memorial Hospital; formerly associated with U.S. Public Health Service; became affiliated with Duke in 1966. *Biographical Directory of Members and Fellows of the American Psychiatric Association*, 556.



The North Carolina delegation to the 1972 Democratic National Convention in Miami, Florida, was photographed by Hugh Morton. Governor Scott is kneeling, lower center. North Carolina's former governor, Luther H. Hodges, is in the same row, the fifth person from the left.

ON GRANT TO NORTH CAROLINA HOUSING CORPORATION

June 14, 1972

Mr. Smith Bagley,[232] president of the Z. Smith Reynolds Foundation, Inc., of Winston-Salem, has informed us that the foundation has made a grant to the Development Fund of the North Carolina Housing Corporation for $120,000. This grant makes it possible for the corporation to assist local nonprofit housing groups in the Appalachian area to put up matching funds to supplement federal no-interest loans available for planning projects.

[232] Smith W. Bagley (1935-), banker from Winston-Salem; native of New York; A.B., Washington and Lee; affiliated with Reynolds Metal Co. and Reynolds Tobacco Co. in sales prior to resigning to run for Congress in 1966; associated with development of the North Carolina Fund; patron of the arts; vice-president of Northwestern Bank in Winston-Salem. *News and Observer*, April 28, 1963; February 22, 1966; news release of Gov. Dan K. Moore, February 6, 1967; information from Department of Motor Vehicles by telephone, March 27, 1973.

Housing projects are planned on a regional basis, and it is our desire that all areas of our Appalachian region share in these projects. Local initiative is still vital to assure success.

We are also pleased that the area office of Housing and Urban Development in Greensboro has requested set-aside funds for 1,200 rent supplement units in the Appalachian area to assure the financial success of these units when they are built. This is a splendid example of federal, state, and local cooperation, with foundation help to local groups to assure success.

On behalf of the people of North Carolina, I am grateful to Mr. Bagley and the Board of Directors of the Z. Smith Reynolds Foundation for their generous support. This offers the opportunity for the Housing Corporation to make a significant step forward. Further grants could allow the corporation to move through similar type programs into other areas of the state where the need for housing is just as great, and additional funds are absolutely necessary to allow us to make use of present federal housing programs.

ON OPENING OF FLUE-CURED TOBACCO MARKET

August 9, 1972

It has been brought to my attention that with the opening of our flue-cured tobacco market on the dates that have been established by the Flue-Cured Tobacco Marketing Committee that a number of our tobacco growers are being bypassed.

It appears, under the new schedule of opening dates, that certain markets and the growers that sell on those markets are at a distinct disadvantage. Apparently, the greatest inconvenience is to growers in the Sandhills section, which is part of the Middle Belt. The markets there, including Aberdeen, Carthage, Ellerbe, and Sanford, are not scheduled to open until September 11. However, some Middle Belt markets to the north of the Sandhills are scheduled to open on a spot basis much earlier, on August 22. Growers in the Sandhills area feel they are being completely bypassed because they are not scheduled for any early sales.

Although the industry itself determines the opening dates, and the state is not directly involved, as governor, I have genuine concern that all of our growers in all of the belts be treated just as equitably as possible.

I realize the matter of determining the best opening dates on the various belts is an annual problem. This debate is not new. How-

ever, I would urge the industry leadership, especially the buying companies, to reexamine the present schedule to see if there cannot be found some more equitable schedule for the openings of the markets that have not already done so.

ON INTERNAL REVENUE INVESTIGATIONS

August 24, 1972

[On August 22, 1972, the press carried notice of the possibility of an Internal Revenue Service investigation involving thirteen campaign contributors to Scott's 1968 campaign. District and regional offices recommended prosecution for conspiracy to evade federal income tax in connection with the contributions. In the following statement Scott maintained that the inquiry was motivated by politics. No prosecution of the case was carried out, and later, in March, 1973, after Scott went out of office, the press carried word that a spokesman for the United States Justice Department had said action was neither pending nor contemplated on the tax case involving the campaign contributors. See *Raleigh Times*, March 3, 1973.]

I have some comments to make on the Internal Revenue Service matter. Although these are my comments, I think they reflect the sentiments of all fair-minded North Carolinians wherever and however situated.

Silence can be golden, yes—but it also can be yellow. I cannot sit idly by and watch stain being brushed on a group of fine North Carolinians whose only "crime" seems to be their choice of political party labels. I cannot sit idly by while these individuals, who have not been charged with anything and conceivably never will be, are being nailed to a political cross.

The inclination to silence deserts me when I see citizens of my state, be they Democrats or Republicans or whatever, being set up for trial in the newspapers by a shadowy official of the federal government. This official, wrapped in an anonymous cloak and keeping an eye on a calendar with November 7 circled in red, is spoonfeeding serious accusations and insinuations to certain selected elements of the North Carolina press.

Good men are being maligned by this bald and insidious exercise in political opportunism. This is offensive to me. It is offensive to North Carolina. It is offensive to the principles of decency and fair play. It is offensive to such bedrock American judicial principles as due process, equal protection, and presumption of innocence. It

should be offensive to President Nixon and to those who run the Internal Revenue Service and Justice Department for him. Furthermore, what has been done apparently is contrary to federal law and regulations.

My office has been advised that the disclosure of the information appearing in the news media during the past few days may constitute a possible violation of the criminal statutes as set forth in the U.S. Code.[233] The statutes involved apply not only to federal employees but to others who obtain information and make public matters set forth on income tax returns.

I call upon those responsible in Washington to determine the identity of the "federal official" who is improperly leaking privileged information to the press, and to take whatever action is necessary to ensure that there will be no further trampling upon the rights of citizens and the laws and regulations of our land.

The allegations have to do with campaign contributions in the gubernatorial race in 1968. Yet the investigation and subsequent leak by "federal officials" was beautifully timed to have its maximum impact on the current political scene and at a time when the Nixon administration itself was being embarrassed by disclosures of improper and seemingly illegal handling of campaign funds.

I notice that the unidentified "federal official" is quoted as saying that a federal grand jury will be convened in October. October—a few weeks before Election Day.

Maybe on November 8 or thereabouts the federal zeal will be revived enough to look into some matters that involve their own kind. Like the bugging of the Watergate and Democratic National Headquarters.[234] Or like the machinations of ITT that were so

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[233] 26 U.S.C.A. 7213(a) (1) provides that "It shall be unlawful for any officer or employee of the United States to divulge or to make known in any manner whatever not provided by law to any person the amount or source of income, profits, losses, expenditures, or any particular thereof, set forth or disclosed in any income return, or to permit any income return or copy thereof or any book containing any abstract or particulars thereof to be seen or examined by any person except as provided by law; and it shall be unlawful for any person to print or publish in any manner whatever not provided by law any income return or any part thereof or source of income, profits, losses, or expenditures appearing in any income return; and any person committing an offense against the foregoing provision shall be guilty of a misdemeanor and, upon conviction thereof, shall be fined not more than $1,000, or imprisoned not more than 1 year, or both, together with the costs of prosecution; and if the offender be an officer or employee of the United States he shall be dismissed from office or discharged from employment."

[234] In August, 1972, when Scott referred to the Watergate affair, he had no way of knowing the magnitude of the operation. The top officials implicated months later included men close to the president of the United States; and

devious that they resulted in the Republican National Convention being moved lock, stock, and barrel from San Diego to Miami Beach.[235] Or like the General Accounting Office report showing violations in the handling of nearly half a million dollars in campaign contributions and expenditures by President Nixon's reelection committee and directly involving two former members of Nixon's cabinet.

Maybe they will look into these matters—maybe. But the way things have been going I wouldn't bet on it.

ON HIGHWAY EXPENDITURES

September 8, 1972

[Expenditure of unappropriated highway funds, authorized by the governor for projects selected by him, was the subject of much publicity. Public records showed that more than 100 miles were paved in Alamance County between the time Scott took office and September, 1972; that $4.3 million was spent in Alamance County from the unappropriated highway fund; that the average expenditure for each man, woman, and child was $44.57 as compared to an average for the remainder of the state of $5.12. *(News and Observer*, September 9, 1972.) The *News and Observer* of September 12 carried an editorial entitled "Reins Too Loose on Road Money." The following day Senator Ralph Scott, the governor's uncle, explained that Alamance County was merely catching up because the county had not had its share for several years.

Governor Scott issued a second statement on September 15 in which he said: "Nearly every year, highway revenue exceeds the estimate made and budgeted by the General Assembly. This is because of a growing economy and the amount varies considerably each year. These funds are commonly referred to as the 'unappropriated highway fund' and are budgeted by the governor." Scott continued by saying the allocations were a matter of public record. To his statement was attached a detailed listing of all projects financed from the fund from July 1, 1969, through September 1, 1972. The previous administration, he explained, had used all unappropriated surplus funds available for the first six months of 1969. Scott concluded with these words: "As for the funds spent in Alamance

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press and television coverage of Senate hearings, under the chairmanship of North Carolina's Sam Ervin, continued for months after Scott went out of office.

[235] The International Telephone and Telegraph Corporation agreed to put up at least $100,000 to help finance the Republican National Convention. Soon thereafter a settlement was negotiated in an antitrust case involving the corporation. For details, see "The ITT Affair," *Time*, 99 (March 13, 1972), 19-20; "Slugging It out over the ITT Affair," *Time*, 99 (March 20, 1972), 13-15; "The Thickening ITT Imbroglio," *Time*, 99 (March 27, 1972), 28-29; and "The Clubby World of ITT," *Time*, 99 (March 27, 1972), 86.

County, I have no apology to make whatsoever. Most of these needs I am personally familiar with since I have traveled these roads myself. I am proud of every foot of blacktop that has been put on the ground there just as in other sections of the state. I am proud of every substandard bridge improved, every bad curve removed, every home, church, volunteer fire department or business served.

"It is interesting to note that those who criticize already live on a paved road or street and do not have to contend with dust and mud. No complaints come from those who have had their needs met by the use of unallocated funds."

The governor's initial statement follows.]

I have been asked by the news media for a detailed account of unappropriated highway funds during my administration. These funds, of course, are created when tax collections exceed the amount budgeted for highway work by the General Assembly.

Throughout my administration, I have been asked by municipalities and other groups of citizens to help pay for projects with unappropriated funds that could have been financed in no other way because of their size. For example, early in this administration I asked the Highway Commission to replace twenty-three substandard bridges and allocated $2.5 million from unappropriated funds to finance the work.

The Smith Creek Bridge at Oriental was given $650,000 to help with its construction. An access road to the new Minnesott Beach ferry got $150,000. A cemetery road at Ocracoke, a motor vehicles building in Charlotte, roads on state university campuses—all these got help from these funds.

Since these funds are expenditures of public money, there is no doubt that they are a matter of public record. It is appropriate that the Governor's Office make a detailed report available for public inspection.

Upon my return from the Southern Governors' Conference this week, I asked the Highway Commission to prepare a list of every project financed from unappropriated funds during this administration. They are in the process of doing this, and this list should be completed early next week. This listing will be made available to the news media.

Meantime, a list of the amounts allocated for use in each Highway Commission Division since January, 1969, has been compiled and is attached.

ON GUBERNATORIAL TRANSITION

November 8, 1972

Another election has been held, and I suppose everyone is letting go a sigh of relief.

I extend my sincere congratulations to Mr. Holshouser. He waged a vigorous campaign and, having won the confidence of the electorate, has assured himself a place in the history of North Carolina.

My office has been in contact with Mr. Holshouser's staff, and I anticipate being in direct contact with Mr. Holshouser later in the day. There are a few matters that need his immediate attention and which he should be aware of before he departs for a well-earned rest, if that is what he plans. But mainly, we need to agree on a time when we can hold the first of a series of meetings when we can talk at length.

My staff and I are ready to assist Mr. Holshouser and his aides in any manner we can during this transition period. There is a great deal to be done, and we certainly want to make the transition just as smooth as we can. The office of governor carries tremendous responsibility. It is in the best interest of the people of North Carolina to do all I can to help him prepare for the awesome task ahead. I intend to do just that.

Today, I sent a memorandum to all department heads, instructing them to offer Mr. Holshouser and his staff every assistance possible, including any briefings that might be requested by the governor-elect. I have also designated General John Lang, secretary of military and veterans affairs, as the coordinator and representative of my office in plans for all inaugural activities. Those plans will, of course, be made by an inaugural committee to be appointed by the governor-elect.

Again, I extend my congratulations to Jim and Pat Holshouser and my best wishes for a successful four years as the first family of North Carolina.

My only advice for them at this point is to take a few days off and get a good rest. It will probably be their last opportunity for quite a while.

MEMBERS OF THE GOVERNOR'S OFFICE STAFF

[The following persons worked in Governor Scott's office during part or all of his administration.]

Robert Auman, special assistant
Mrs. Betsy Wood Barnhill Brammer, typist II
Russell Travis Clay, special assistant to the governor
Weldon Baxter Denny, special assistant to the governor
James Wiley Earp, Jr., special assistant for appointments
Mrs. Mignon Saunders Harden, steno III
Mrs. Donna Chamblee Harrison, steno III
Mrs. Ludelle Rochelle Hatley, steno III
Mrs. Betsy Ragland Hinton, special assistant to the governor
Mrs. Mozelle Mimms Howell, administrative assistant
Mrs. Julia Ann Sledge Miller Huggins, typist II
Patricia Ann Parrish Johnson, steno III
Nancy M. Jones, steno III
Sarah Jones, steno III
Mrs. Susan H. Lobinger, administrative officer I
J. Edward Massenburg, clerk III
William L. Montague, clerk II
Fred Gilbert Morrison, Jr., special assistant for legal affairs
David Phillips Murray, special assistant for special projects
Mrs. Elaine Wagner Myers, steno III
Mrs. Claire Eastman Nickels, administrative officer I
Jane Thompson Overman, administrative assistant
Mrs. Sylvia Vick Robertson, steno III
Mrs. Betsy Wells Roll, administrative secretary
Benjamin Edison Roney, administrative assistant
Mrs. Janice Lassiter Stephenson, administrative assistant
Mrs. Ruebelle Bailey Strickland, clerk IV
Mrs. Julia Margaret Long Tighe, administrative secretary
Mrs. Mary Ellen Tribby Townsend, administrative secretary
Donna Vaughn Traylor, administrative secretary
Carroll Thomas West, special assistant for news relations
Mrs. Martha Paskewich Wood, steno III

APPOINTMENTS

Following passage of a constitutional amendment providing for reorganization of state government, the 1971 General Assembly enacted into law a bill carrying out the mandate. Under the provisions of *Session Laws of 1971*, c. 864, there were nineteen principal offices or departments of state government in which were vested all executive and administrative responsibilities: Office of the Governor, Office of the Lieutenant Governor, Department of the Secretary of State, Department of State Auditor, Department of State Treasurer, Department of Public Education, Department of Justice, Department of Agriculture, Department of Labor, Department of Insurance, Department of Administration, Department of Transportation and Highway Safety, Department of Natural and Economic Resources, Department of Human Resources, Department of Social Rehabilitation and Control, Department of Commerce, Department of Revenue, Department of Art, Culture and History, and Department of Military and Veterans' Affairs. The Governor, lieutenant governor, and the elected officials formerly comprising the Council of State plus the appointed secretaries of the newly created departments made up the Executive Cabinet.

Because reorganization occurred during the Scott administration, it was particularly difficult to compile the appointments section. Under the reorganization bill, numerous independent agencies were transferred and made part of one of the larger departments. The arrangement in this book follows the listing in the reorganization bill. All agencies incorporated in a reorganized department have been grouped together, but dates of appointments will indicate to the user whether or not the appointments were made prior to or after reorganization. Chapter 864 was ratified and became effective July 14, 1971. For a list of all boards and commissions and their placement herein, see the contents to this volume, pp.

This list includes only appointments made by Governor Scott during his administration, 1969-1973. It does not include names of persons who continued to serve on the various boards and commissions by appointment of governors prior to Scott or who were appointed by the lieutenant governor or the speaker of the House of Representatives. Members of major boards and commissions are listed in the *North Carolina Manual, 1969*, pp. 339-424, and *North Carolina Manual, 1971*, pp. 369-464, issued by the secretary of state.

A dagger by a name means that the appointment was originally made by a previous administration but the appointee was renamed by Governor Scott.

EXECUTIVE CABINET

Editor's Note: Though the first ten individuals named below were elected by the people, it is appropriate to list all those who served as members of the initial Executive Cabinet. The last nine individuals named herein were appointed to their posts by Governor Scott.

Governor: Robert Walter Scott
Lieutenant Governor: Hoyt Patrick Taylor, Jr.
Secretary of State: Thad Eure
State Auditor: Henry Lee Bridges
State Treasurer: Edwin Maurice Gill
Superintendent of Public Instruction: Andrew Craig Phillips
Attorney General: Robert Morgan
Commissioner of Agriculture: James Allen Graham
Commissioner of Labor: Frank Crane
Commissioner of Insurance: Edwin Sidney Lanier
Secretary of Administration: William Lindsay Turner
Secretary of Transportation and Highway Safety: Fred Moore Mills, Jr.
Secretary of Natural and Economic Resources: Charles W. Bradshaw
Secretary of Human Resources: Lenox Dial Baker
Secretary of Social Rehabilitation and Control: George Washington Randall, Jr.
Secretary of Commerce: George Irvin Aldridge
Commissioner of Revenue: Gilmer Andrew Jones, Jr.
Secretary of Art, Culture and History: Samuel Talmadge Ragan
Secretary of Military and Veterans' Affairs: John A. Lang

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*

EXECUTIVE CABINET AGENCIES[1]

DEPARTMENT OF THE SECRETARY OF STATE[2]

STATE BOARD OF ELECTIONS[3]

L. H. Jones[3a]	Mount Airy	11-18-69	5-1-74
Hiram H. Ward†	Lexington	11-18-69	5-1-74
Brian Scott[3b]	Rocky Mount	11-18-69	5-1-74
Jerry S. Alvis[3c]	Raleigh	11-18-69	5-1-74
Ernest J. House, Jr.[3d]	Marion	11-18-69	5-1-74
John L. Stickley[3e]	Charlotte	7-28-72	5-1-74

DEPARTMENT OF STATE AUDITOR[4]

BOARD OF TRUSTEES OF THE NORTH CAROLINA FIREMAN'S PENSION FUND[5]

H. Clifton Blue†	Aberdeen	6-22-72	6-30-75
James R. Jamison, Jr.†	Charlotte	6-22-72	6-30-75
I. Miller Warren†	Plymouth	6-22-72	6-30-75

BOARD OF COMMISSIONERS OF THE LAW ENFORCEMENT OFFICERS' BENEFIT AND RETIREMENT FUND[6]

C. D. Wade[6a]	Greensboro	9-27-72	Pleasure of the governor

DEPARTMENT OF STATE TREASURER[7]

LOCAL GOVERNMENT COMMISSION[8]

James Boyce Garland	Gastonia	7-15-70	Pleasure of the governor
H. Milton Short, Jr.	Charlotte	7-15-70	Pleasure of the governor
John R. Gamble, Jr.†	Lincolnton	7-15-70	Pleasure of the governor
Robert Earl Siler	Rocky Mount	7-15-70	Pleasure of the governor
Earl H. Tate†	Lenoir	7-15-70	Pleasure of the governor
John L. Tart[8a]	Goldsboro	11-20-72	Pleasure of the governor

Board of Trustees of the Teachers' and State Employees' Retirement System[9]

Lucius Cheshire[9a]	Hillsborough	5-5-70	4-5-73
LeRoy B. Martin, Jr.	Raleigh	5-5-70	4-5-73
Withers Davis†	Garner	5-5-70	4-5-73
Wilmer N. Davis[9b]	Statesville	11-23-71	4-5-75
Hugh Salter[9c]	Beaufort	11-23-71	4-5-75
Joseph S. Lennon[9d]	Aberdeen	11-23-71	4-5-75
John W. Pou†	Greenville	9-13-72	4-5-76
Donald R. Lineberger†	Asheville	9-13-72	4-5-76

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[1] The arrangement of this section follows that in the Executive Organization Act of 1971. *Session Laws of North Carolina, 1971*, c. 864, hereinafter cited as S.L. with appropriate date. This chapter is codified in Chapter 143-A of the *General Statutes of North Carolina*, hereinafter cited as G.S.

[2] See S.L., 1971, c. 864, s. 4, and G.S. 143A-19 through 143A-23 for provisions relating to the department.

[3] The State Board of Elections was transferred to the Department of the Secretary of State July 14, 1971. S.L., 1971, c. 864, s. 4(5); G.S. 143A-22. The board consists of five members appointed by the governor for terms of four years each. Not more than three of the members may be of the same political party. G.S. 163-19.

[3a] Succeeded Lee C. Smith.

[3b] Succeeded John G. Clark, Sr.

[3c] Succeeded Paul Osborne.

[3d] Succeeded Mrs. Robert W. Proctor.

[3e] Succeeded Hiram H. Ward.

[4] See S.L., c. 864, s. 5 and G.S. 143A-24 through 143A-29 for provisions relating to the department.

[5] The North Carolina Firemen's Pension Fund was transferred to the Department of State Auditor July 14, 1971. S.L., 1971, c. 864, s. 5(5); G.S. 143A-27. The board consists of five members, three of whom are appointed by the governor for four-year terms, and two of whom are ex officio: the state insurance commissioner and the state auditor. Of the appointive members, one must be a paid fireman, one a volunteer fireman, and one a representative of the public at large. G.S. 118-19; S.L., 1959, c. 1212.

[6] The Law Enforcement Officers' Benefit and Retirement Fund was transferred to the Department of State Auditor July 14, 1971. S.L., 1971, c. 864, s. 3(6); G.S. 143A-28. The board consists of the state auditor, chairman ex officio, the state treasurer, the state insurance commissioner, and four members to be appointed by the governor to serve at his will. One of the appointive members shall be a sheriff, one a police officer, one a state law enforcement officer, and one a representative of the public at large. G.S. 143-166(b).

[6a] Succeeded William A. McCall.

[7] See S.L., 1971, c. 864, s. 6 and G.S. 143A-30 through 143A-38 for provisions relating to the department.

[8] The Local Government Commission was transferred to the Department of State Treasurer July 14, 1971. S.L., 1971, c. 864, s. 6(5); G.S. 143A-33. The commission consists of nine members, five of whom are appointed by the governor during his pleasure, and four of whom are ex officio (the state treasurer, the state auditor, the secretary of state, and the commissioner of revenue). The law was amended in 1971, to become effective July 1, 1973, whereby the governor appoints three members, the lieutenant governor one, and the speaker of the House one; terms are for four years. G.S. 159-3; S.L., 1971, c. 780, s. 1.

[8a] Succeeded John R. Gamble, Jr.

[9] The Teachers' and State Employees' Retirement System was transferred to the Department of State Treasurer July 14, 1971. S.L., 1971, c. 864, s. 6(6); G.S. 143A-34. Ten members compose the board, eight of whom are appointed by the governor and confirmed by the Senate. One is a member of the teaching profession, one an employee of the State Highway Commission, one a representative of higher education, one a retired teacher or state employee who is drawing a retirement allowance, one a general state employee, and three who are not members of the teaching profession or state employees. After initial staggered terms, appointments are for four years. The state treasurer and the superintendent of public instruction serve as ex officio members. G.S. 135-6(b); S.L., 1969, c. 805.

[9a] Succeeded Elvin Overton Faulkner.

[9b] Succeeded James H. Councill.

[9c] Succeeded Sterling C. Manning.

[9d] Succeeded Wincy Johnson Rooker.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
BOARD OF TRUSTEES OF THE LOCAL GOVERNMENTAL EMPLOYEES' RETIREMENT SYSTEM[10]			
J. Guy Smith, Jr.†	Fayetteville	9-12-72	5-31-76
Samuel M. Gattis†	Hillsborough	9-12-72	5-31-76
DEPARTMENT OF PUBLIC EDUCATION[11]			
STATE BOARD OF EDUCATION[12]			
William S. Williams[12a]	Middlesex	4-4-69	4-4-77
Dallas Herring, *chairman*†	Rose Hill	4-4-69	4-4-77
John M. Reynolds†	Asheville	4-4-69	4-1-77
Mrs. W. B. Strickland[12b]	Smithfield	8-26-69	4-4-77
John A. Pritchett†	Windsor	10-11-71	4-1-79
R. Barton Hayes†	Lenoir	10-11-71	4-1-79
Richard Cannon Erwin[12c]	Winston-Salem	10-11-71	4-1-79
Mrs. Harry P. Horton[12d]	Pittsboro	11-22-72	4-1-75
DEPARTMENT OF COMMUNITY COLLEGES[13]			
TECHNICAL INSTITUTE OF ALAMANCE BOARD OF TRUSTEES[14]			
Bernie Bean†	Mebane	8-28-69	6-30-77
Mrs. Bryde Clark Chambers[14a]	Burlington	9-8-71	6-30-79
THE COLLEGE OF THE ALBEMARLE BOARD OF TRUSTEES[15]			
William F. Ainsley, *chairman*†	Hertford	8-8-69	6-30-77
Vernon Grant James†	Elizabeth City	9-8-71	6-30-79
ANSON COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[16]			
L. Boyce Covington	Wadesboro	10-14-71	6-30-73
John R. Potter, Jr.	Wadesboro	10-14-71	6-30-75
Walter Clifton Martin	Polkton	10-14-71	6-30-77
William Rommie Pierce	Polkton	10-14-71	6-30-79

ASHEVILLE-BUNCOMBE TECHNICAL INSTITUTE BOARD OF TRUSTEES[17]

William M. Morgan†	Asheville	9-8-69	6-30-77
Richard Austin Wood, Jr.	Asheville	9-24-71	6-30-79

BEAUFORT COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[18]

Delma L. Keech†	Pinetown	8-18-69	6-30-77
Louis T. Randolph†	Washington	9-24-71	6-30-79

BLADEN TECHNICAL INSTITUTE BOARD OF TRUSTEES[19]

Essie McCauley Williams, Jr.	Elizabethtown	11-29-71	6-30-73
Gilbert Beresoff	Clarkton	11-29-71	6-30-75
Bradford K. Rowe	Elizabethtown	11-29-71	6-30-77
James R. Powell	Clarkton	11-29-71	6-30-79

[1c] The Local Governmental Employees' Retirement System was transferred to the Department of State Treasurer July 13, 1971. S.L., 1971, c. 864, s. 6(7); G.S. 143A-35. The board consists of the board of trustees of the Teachers' and State Employees' Retirement System and two local governmental officials appointed by the governor to serve four-year terms. Details are spelled out in the law regarding the two local governmental officials. G.S. 128-28(c); S.L., 1961, c. 515, s. 3.

[11] See S.L., 1971, c. 864, s. 7 and G.S. 143A-39 through 143A-48 for provisions relating to the department.

[12] The State Board of Education was transferred to the Department of Public Education July 14, 1971. S.L., 1971, c. 864, s. 7(4); G.S. 143A-41. The board is composed of thirteen members, eleven of whom are appointed by the governor and confirmed by the General Assembly for eight-year terms. The lieutenant governor and the state treasurer serve as ex officio members. *Constitution of North Carolina*, Art. IX, s. 8; G.S. 115-2, S.L., 1971, c. 704, s. 2.

[12a] Succeeded Neill A. Rosser.

[12b] Succeeded William S. Williams.

[12c] One new (at large) member added by 1971 G.A.

[12d] Succeeded Charles E. Jordan, Sr.

[13] The Department of Community Colleges was transferred to the Department of Public Education July 14, 1971. S.L., 1971, c. 864, s. 7(6); G.S. 143A-43. The several community colleges and technical institutes are under the overall administration of the department. As organized by the 1963 General Assembly, each community college and technical institute shall be governed by a board of trustees consisting of twelve members. Four of this number are appointed by the governor; four are elected by the board of education of the public school administrative unit in the administrative area of the institution; and four are elected by the board of commissioners of the county in which the institution is located, provided that if the administrative area is made up of two or more counties, the trustees shall be elected jointly by the commissioners of the two or more counties. All members must be residents of the administrative area of the institution for contiguous counties. Following staggered appointments, members are appointed for eight years. G.S. 115A-7, 115A-8; S.L., 1963, c. 448, s. 23.

[14] See footnote 13.

[14a] Succeeded D. J. Walker.

[15] See footnote 13.

[16] See footnote 13.

[17] See footnote 13.

[17a] Succeeded John H. Giezentanner.

[18] See footnote 13.

[19] See footnote 13.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
BLUE RIDGE TECHNICAL INSTITUTE BOARD OF TRUSTEES[20]			
Guy Patrick Whitmire	Hendersonville	8-27-69	6-30-77
Frank L. Fitzsimmons, Jr.	Hendersonville	8-27-69	6-30-75
Edmond M. Walker	Hendersonville	8-27-69	6-30-73
Frank W. Ewbank	Hendersonville	8-27-69	6-30-71
		9-24-71	6-30-79
CALDWELL TECHNICAL INSTITUTE BOARD OF TRUSTEES[21]			
Charles Walter Porter[21a]	Lenoir	8-18-69	6-30-75
Ray Chapman†	Taylorsville	8-18-69	6-30-77
Max Doll[21b]	Patterson	9-27-71	6-30-75
Wesley E. Collins[21c]	Lenoir	9-27-71	6-30-79
William M. Lovelace, Jr.[21d]	Hudson	12-28-72	6-30-77
CAPE FEAR TECHNICAL INSTITUTE BOARD OF TRUSTEES[22]			
Luther M. Cromartie†	Wilmington	8-18-69	6-30-77
Virgil A. Creech[22a]	Leland	11-19-70	6-30-75
Richard L. Burnett†	Wilmington	12-9-71	6-30-79
CARTERET TECHNICAL INSTITUTE BOARD OF TRUSTEES[23]			
Mrs. Ray Willis	Beaufort	12-22-69	6-30-71
James B. Willis, Jr.	Morehead City	12-22-69	6-30-73
Randolph Johnson	Morehead City	12-22-69	6-30-75
Wayne West	Morehead City	12-22-69	6-30-77
Mrs. William A. Davis[23a]	Beaufort	12-9-71	6-30-79
CATAWBA VALLEY TECHNICAL INSTITUTE BOARD OF TRUSTEES[24]			
Ben B. Brooks†	Hickory	8-27-69	6-30-77
David A. Hunsucker[24a]	Catawba	9-2-71	6-30-79
CENTRAL CAROLINA TECHNICAL INSTITUTE BOARD OF TRUSTEES[25]			
Robert W. Dalrymple†	Sanford	8-7-69	6-30-77
Robert E. Brickhouse†	Sanford	8-7-69	6-30-79
J. Shelton Wicker[25a]	Sanford	4-29-71	6-30-73

CENTRAL PIEDMONT COMMUNITY COLLEGE BOARD OF TRUSTEES[26]

Charles Ross Smith[26a]	Albemarle	11-12-69	6-30-77
Alan T. Dickson†	Charlotte	11-9-71	6-30-79

CLEVELAND COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[27]

Mrs. Robert O. Burns	Shelby	9-22-71	6-30-73
Carl F. Mauney	Kings Mountain	9-22-71	6-30-75
Ralph W. Dixon	Fallston	9-22-71	6-30-77
H. Eugene LeGrand	Shelby	9-22-71	6-30-79

COASTAL CAROLINA COMMUNITY COLLEGE BOARD OF TRUSTEES[28]

Roy Marshall†	Maysville	8-18-69	6-30-77
Willis Eugene Mease†	Richlands	9-8-71	6-30-79

CRAVEN COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[29]

Albert M. Salem†	Havelock	8-29-69	6-30-77
James F. Gavin†	New Bern	9-10-71	6-30-79

DAVIDSON COUNTY COMMUNITY COLLEGE BOARD OF TRUSTEES[30]

Gaither S. Walser[30a]	Lexington	8-7-69	6-30-77
Clifford A. Erickson[30b]	Lexington	8-7-69	6-30-73

[20] See footnote 13. This institute was formerly known as the Henderson County Technical Institute.
[21] See footnote 13.
[21a] Succeeded Donald Gray Warren, deceased.
[21b] Succeeded Charles Walter Porter.
[21c] Succeeded Lloyd M. Rash.
[21e] Succeeded Ray Chapman.
[22] See footnote 13.
[22a] Succeeded Kirby Sullivan, resigned.
[23] See footnote 13.
[23a] Succeeded Mrs. Ray Willis.
[24] See footnote 13.
[24a] Succeeded James L. Price, Jr.
[25] See footnote 13.
[25a] Succeeded John J. Marshall.
[26] See footnote 13.
[26a] Succeeded Gerald Alton Rudisill.
[27] See footnote 13.
[28] See footnote 13. The former Onslow County Technical Institute became the Coastal Carolina Community College.
[29] See footnote 13.
[30] See footnote 13.
[30a] Succeeded Sim A. DeLapp, resigned.
[30b] Succeeded Eric E. Morgan, Jr., resigned.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Wayne Miller[30c]	Denton	1-6-70	6-30-77
Aaron Benjamin Crouse[30d]	Lexington	1-6-71	6-30-77
Russell F. Vanlandingham†	Thomasville	9-27-71	6-30-79
DURHAM TECHNICAL INSTITUTE BOARD OF TRUSTEES[31]			
Byron Hawkins[31a]	Durham	9-8-69	6-30-77
Sherrill Rae High[31b]	Durham	12-9-71	6-30-79
EDGECOMBE COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[32]			
Ferrell L. Rollins, Sr.	Tarboro	9-22-71	6-30-79
J. B. Webb	Tarboro	9-22-71	6-30-77
Mrs. J. Emerson Fountain	Legett	9-22-71	6-30-75
Neill Archie McLean	Tarboro	9-22-71	6-30-73
Louis W. Perry[32a]	Tarboro	11-20-72	6-30-79
FAYETTEVILLE TECHNICAL INSTITUTE BOARD OF TRUSTEES[33]			
Harry F. Shaw[33a]	Fayetteville	8-13-69	6-30-77
Francis C. Franklin†	Fayetteville	12-9-71	6-30-79
FORSYTH TECHNICAL INSTITUTE BOARD OF TRUSTEES[34]			
Clyde F. McSwain[34a]	Winston-Salem	8-26-69	6-30-77
Thomas D. Robinson[34b]	Winston-Salem	11-19-71	6-30-79
GASTON COMMUNITY COLLEGE BOARD OF TRUSTEES[35]			
J. Bart Hall†	Belmont	9-15-69	6-30-77
William Neely Craig[35a]	Gastonia	9-2-71	6-30-79
GUILFORD TECHNICAL INSTITUTE BOARD OF TRUSTEES[36]			
H. Frank Starling†	Greensboro	8-19-69	6-30-73
Sidney Lowe[36a]	Oak Ridge	9-16-69	6-30-77
John T. Davis†	High Point	8-19-69	6-30-71
		9-27-71	6-30-79

HALIFAX TECHNICAL INSTITUTE BOARD OF TRUSTEES[37]

William H. Thorne	Lillington	9-23-71	6-30-73
Mrs. Salter J. Cochran, Jr.	Weldon	9-23-71	6-30-75
Mrs. James R. Twisdale, Jr.	Halifax	9-23-71	6-30-77
Claude Kitchin Josey	Scotland Neck	9-23-71	6-30-79

HAYWOOD TECHNICAL INSTITUTE BOARD OF TRUSTEES[38]

Harold D. Long	Waynesville	9-17-69	6-30-73
Carl Gillis	Clyde	9-17-69	6-30-75
Pink Francis	Waynesville	9-17-69	6-30-77
G. C. Palmer, Jr.	Waynesville	9-17-69	6-30-71
		9-24-71	6-30-79

W. W. HOLDING TECHNICAL INSTITUTE BOARD OF TRUSTEES[39]

Philip O. Redwine[39a]	Raleigh	11-16-70	6-30-77
Donald Hoke Carpenter[39b]	Raleigh	10-5-71	6-30-79

ISOTHERMAL COMMUNITY COLLEGE BOARD OF TRUSTEES[40]

Spencer Gamble†	Bostic	8-8-69	6-30-77
Hollis M. Owens, Jr.†	Rutherfordton	12-9-71	6-30-79

30c Succeeded Gaither S. Walser, resigned.
30d Succeeded Wayne Miller.
31 See footnote 13.
31a Succeeded Ronald P. Foreman.
31b Succeeded Mrs. Herbert Fox.
32 See footnote 13.
32a Succeeded Ferrell L. Rollins, Sr.
33 See footnote 13.
33a Succeeded Gibson Prather.
34 See footnote 13.
34a Succeeded Emil N. Shaffner.
34b Succeeded Charles C. Lassiter.
35 See footnote 13.
35a Succeeded Albert G. Myers, Jr.
36 See footnote 13.
36a Succeeded Robert O. Kistler.
37 See footnote 13.
38 See footnote 13.
39 See footnote 13.
39a Succeeded Harry K. Clark II.
39b Succeeded Carl Boone Dean.
40 See footnote 13.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
JAMES SPRUNT INSTITUTE BOARD OF TRUSTEES[41]			
William L. Hennessee, Jr.	Faison	12-6-71	6-30-73
Cecil A. Miller	Beulaville	12-6-71	6-30-75
Ed Dudley Monk	Rose Hill	12-6-71	6-30-77
Roy S. Cavenaugh, Jr.	Wallace	12-6-71	6-30-79
JOHNSTON TECHNICAL INSTITUTE BOARD OF TRUSTEES[42]			
Mrs. Robert L. Holt	Smithfield	12-6-71	6-30-73
Stanley C. Peele	Clayton	12-6-71	6-30-75
Shelton A. Benson	Angier	12-6-71	6-30-77
E. J. Corbett, Jr.	Zebulon	12-6-71	6-30-79
LENOIR COUNTY COMMUNITY COLLEGE BOARD OF TRUSTEES[43]			
J. K. Raynor[43a]	Kinston	9-15-69	6-30-77
Mollie V. Hart	Kinston	11-18-70	6-30-71
		9-10-71	6-30-79
Major M. Boyd[43b]	Kinston	11-22-71	6-30-77
McDOWELL TECHNICAL INSTITUTE BOARD OF TRUSTEES[44]			
Boydston N. Frisby	Marion	4-11-72	6-30-79
John G. Childers	Marion	4-11-72	6-30-77
Mrs. Clyde (Janet N.) Norton	Old Fort	4-11-72	6-30-75
Mrs. Zelma Bickette Forney	Marion	4-11-72	6-30-73
MARTIN TECHNICAL INSTITUTE BOARD OF TRUSTEES[45]			
J. A. Everett	Palmyra	8-18-69	6-30-77
W. L. Howell	Williamston	8-18-69	6-30-75
L. H. Wynn	Williamston	8-18-69	6-30-73
C. B. Griffin, Jr.	Lewiston	8-18-69	6-30-71
		9-27-71	6-30-79
MAYLAND TECHNICAL INSTITUTE BOARD OF TRUSTEES[46]			
Martha Guy	Newland	8-3-71	6-30-73
Richard B. Dobbin	Spruce Pine	8-3-71	6-30-75

Mark W. Bennett	Burnsville	8-3-71	6-30-77
James Fox	Burnsville	8-3-71	6-30-79

Montgomery Technical Institute Board of Trustees[47]

Mrs. O. Mack Kirk	Mount Gilead	11-29-71	6-30-73
Edgar Allen Anderson	Troy	11-29-71	6-30-75
Mrs. Robert M. Chappell	Candor	11-29-71	6-30-77
Charles Wilson Bruton, Sr.	Troy	11-29-71	6-30-79

Nash Technical Institute Board of Trustees[48]

Bart Strickland	Middlesex	12-6-71	6-30-79
Fred E. Harris	Bailey	12-6-71	6-30-77
Oscar Lee Tyson, Jr.	Spring Hope	12-6-71	6-30-75
William Frank Wright	Rocky Mount	12-6-71	6-30-73
W. F. Powell[48a]	Middlesex	12-21-72	6-30-75

Pamlico County Technical Institute Board of Trustees[49]

William Gibbs, Jr.	Oriental	11-19-71	6-30-73
Elward Jenette	Bayboro	11-19-71	6-30-75
Ray S. Alderman	Grantsboro	11-19-71	6-30-77
Wilson L. Lynch	Bayboro	11-19-71	6-30-79
Clifton Roscoe Ireland[49a]	Bayboro	6-9-72	6-30-79

Piedmont Technical Institute Board of Trustees[50]

Mrs. Mildred W. Henderson	Leesburg	4-30-71	6-30-73
Henry Eily	Roxboro	4-30-71	6-30-75

41 See footnote 13.
42 See footnote 13.
43 See footnote 13.
43a Succeeded Robert H. Gilbert.
43b Succeeded J. K. Raynor.
44 See footnote 13.
45 See footnote 13.
46 See footnote 13. Mayland was formerly known as Mitchell-Avery-Yancey Technical Institute.
47 See footnote 13.
48 See footnote 13.
48a Succeeded Oscar Lee Tyson, Jr., resigned.
49 See footnote 13.
49a Succeeded Wilson L. Lynch, resigned.
50 See footnote 13. Piedmont Technical Institute was formerly known as Person County Technical Institute.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Neal F. Rattican	Roxboro	4-30-71	6-30-77
Darcy W. Bradsher	Roxboro	4-30-71	6-30-79
PITT TECHNICAL INSTITUTE BOARD OF TRUSTEES[51]			
William F. Tyson[51a]	Stokes	9-8-69	6-30-77
Archie Battle Whitley, Jr.†	Greenville	9-9-71	6-30-79
RANDOLPH TECHNICAL INSTITUTE BOARD OF TRUSTEES[52]			
Robert H. Allred†	Randleman	8-14-69	6-30-77
Raeford Leon Gaddis†	Asheboro	10-14-71	6-30-79
RICHMOND TECHNICAL INSTITUTE BOARD OF TRUSTEES[53]			
Hugh A. Lee, *chairman*†	Rockingham	8-7-69	6-30-77
John Thomas Page, Jr.†	Rockingham	9-2-71	6-30-79
ROANOKE-CHOWAN TECHNICAL INSTITUTE BOARD OF TRUSTEES[54]			
Mrs. Julian White Porter	Severn	9-9-71	6-30-73
A. W. Williams	Ahoskie	9-9-71	6-30-75
W. Hayes Godwin	Gatesville	9-9-71	6-30-77
Roberts H. Jernigan, Sr.	Ahoskie	9-9-71	6-30-79
ROBESON TECHNICAL INSTITUTE BOARD OF TRUSTEES[55]			
Arnold G. Walker, Jr.	Lumberton	9-22-71	6-30-73
John Willie Oxendine	Lumberton	9-22-71	6-30-75
W. Scott Shepherd	Lumberton	9-22-71	6-30-77
Robert Eugene Ballard	Lumberton	9-22-71	6-30-79
ROCKINGHAM COMMUNITY COLLEGE BOARD OF TRUSTEES[56]			
Julius J. Gwyn†	Reidsville	8-26-69	6-30-77
L. Gordon Clarke[56a]	Eden	1-21-71	6-30-75
Charles W. Campbell†	Reidsville	9-3-71	6-30-79

Rowan Technical Institute Board of Trustees[57]

Rex E. Wood[57a]	Salisbury	8-27-69	6-30-71
Stokes Devereux[57b]	Spencer	8-27-69	6-30-77
Mrs. Mabel Irene Yarborough[57c]	Salisbury	4-30-71	6-30-71
		10-7-71	6-30-79

Sampson Technical Institute Board of Trustees[58]

Lewis M. Fetterman	Clinton	11-22-71	6-30-73
Mrs. Henry L. Turlington	Clinton	11-22-71	6-30-75
Clifton I. Simmons	Clinton	11-22-71	6-30-77
Mrs. Maxine Bass	Newton Grove	11-22-71	6-30-79
Mrs. J. Loftin DeVane[58a]	Tomahawk	11-13-72	6-30-75

Sandhills Community College Board of Trustees[59]

Paul Dickson†	Raeford	8-7-69	6-30-77
H. Clifton Blue, *chairman*†	Aberdeen	9-10-71	6-30-79

Southeastern Community College Board of Trustees[60]

Worth H. Hester[60a]	Elizabethtown	9-2-69	6-30-77
Robert F. Floyd[60b]	Fairmont	11-19-70	6-30-73
James Richard Maxwell[60c]	Whiteville	12-8-71	6-30-79
John Spaulding[60d]	Hallsboro	12-8-71	6-30-77

51 See footnote 13.
51a Succeeded J. C. Wynne, Jr.
52 See footnote 13.
53 See footnote 13.
54 See footnote 13.
55 See footnote 13.
56 See footnote 13.
56a Succeeded Earl W. Vaughn.
57 See footnote 13.
57a Succeeded Angus J. Currin, resigned.
57b Succeeded Alan F. Scott.
57c Succeeded Rex E. Wood.
58 See footnote 13.
58a Succeeded Mrs. Henry L. Turlington.
59 See footnote 13.
60 See footnote 13.
60a Succeeded James C. Green, resigned.
60b Succeeded W. Earl Britt.
60c Succeeded H. P. Bell, Jr.
60d Succeeded Worth H. Hester, resigned.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
SOUTHWESTERN TECHNICAL INSTITUTE BOARD OF TRUSTEES[61]			
Carl Stanford[61a]	Sylva	8-27-69	6-30-77
Odell Shuler†	Bryson City	8-30-71	6-30-79
STANLY COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[62]			
Mrs. Lessie Lilly Parks	Albemarle	9-9-71	6-30-73
Guy Rushing	Oakboro	9-9-71	6-30-75
David A. Lee	Norwood	9-9-71	6-30-77
Richard Lane Brown III	Albemarle	9-9-71	6-30-79
SURRY COMMUNITY COLLEGE BOARD OF TRUSTEES[63]			
Robert E. Merritt†	Mt. Airy	8-7-69	6-30-77
Robert A. Yarborough†	Elkin	12-8-71	6-30-79
TRI-COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[64]			
Kyle Beal	Hayesville	9-24-71	6-30-73
Donald Gregory	Robbinsville	9-24-71	6-30-75
Ty W. Burnette	Andrews	9-24-71	6-30-77
Mrs. John B. Carringer	Murphy	9-24-71	6-30-79
VANCE COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[65]			
Parsegh Parseghian	Henderson	11-19-71	6-30-73
Arthur Poole	Henderson	11-19-71	6-30-75
Mrs. Robert G. Kittrell, Jr.	Henderson	11-19-71	6-30-77
L. Opie Frasier, Jr.	Henderson	11-19-71	6-30-79
WAYNE COMMUNITY COLLEGE BOARD OF TRUSTEES[66]			
Hal H. Tanner†	Goldsboro	9-3-69	6-30-77
Mrs. Nancy W. Chase†	Eureka	12-9-71	6-30-79
WESTERN PIEDMONT COMMUNITY COLLEGE BOARD OF TRUSTEES[67]			
Emerson P. Dameron†	Marion	8-14-69	6-30-77
Edward W. Phifer, Jr.†	Morganton	9-23-71	6-30-79

WILKES COMMUNITY COLLEGE BOARD OF TRUSTEES[68]

Gordon E. Rhodes†	North Wilkesboro	9-8-69	6-30-77
Robert M. Gambill†	North Wilkesboro	12-9-71	6-30-79

WILSON COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[69]

Thomas L. Watson, Jr.[69a]	Wilson	8-27-69	6-30-73
Palmer G. Laughridge[69b]	Wilson	8-27-69	6-30-73
John Webb†	Wilson	9-2-71	6-30-79

NORTH CAROLINA VOCATIONAL TEXTILE SCHOOL BOARD OF TRUSTEES[70]

George J. Vincent[70a]	Shelby	11-24-69	7-1-72
		11-13-72	7-1-76
John Columbus Cowan, Jr.†	Greensboro	11-24-69	7-1-73
Hugh Dave Whitener†	Gastonia	11-24-69	7-1-73
James B. Vogler	Charlotte	2-5-70	7-1-71
		2-29-70	7-1-75
Elmer L. Spence	Kannapolis	2-5-70	7-1-72
		2-29-72	7-1-76
Sherwood Hedgpeth†	Greensboro	11-13-72	7-1-76
Robert Lee Stowe†	Belmont	2-29-72	7-1-75
Carl F. Mauney†	Kings Mountain	2-29-72	7-1-75
O. Leonard Moretz	Maiden	2-5-70	7-1-73

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[61] See footnote 13.

[61a] Succeeded R. P. Buchanan.

[62] See footnote 13.

[63] See footnote 13.

[64] See footnote 13. The three counties represented are Clay, Cherokee, and Graham.

[65] See footnote 13.

[66] See footnote 13.

[67] See footnote 13.

[68] See footnote 13.

[69] See footnote 13.

[69a] Succeeded Delmon Franklin Williamson, resigned.

[69b] Succeeded Carl Stanley Smith.

[70] The Vocational Textile School was transferred to the Department of Public Education July 14, 1971. S.L., 1971, c. 864, s. 7(7); G.S. 143A-44. The board is composed of nine members appointed by the governor for four-year terms. The state director of vocational education serves ex officio. G.S. 115A-39; S.L., 1955, c. 1372, art. 27, s. 1; S.L., 1963, c. 448, s. 30; S.L., 1969, c. 479.

[70a] Succeeded Harold Mercer.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
EDUCATION COMMISSION OF THE STATES[70A]			
James L. Whitfield†	Raleigh	11-7-69	Pleasure of the governor
Craig Phillips	Raleigh	11-7-69	Pleasure of the governor
Cameron West	Raleigh	11-7-69	Pleasure of the governor
Marion D. Thorpe	Elizabeth City	11-7-69	Pleasure of the governor
NORTH CAROLINA TEXTBOOK COMMISSION[71]			
Robert Nelson	Morganton	9-18-69	4-1-73
M. W. Weaver	Nashville	9-18-69	4-1-73
Dudley Flood	Bethel	9-18-69	4-1-73
Mrs. Iris Hunsinger	Greensboro	9-18-69	4-1-73
N. A. Miller	Boone	9-18-69	4-1-73
Mrs. Ruby Smith	Asheboro	9-18-69	4-1-73
Mrs. Mary Sharpe Owen	Kinston	9-18-69	4-1-73
Robert W. Gammon	Forest City	9-18-69	4-1-73
Mrs. Dorothy Steele	Charlotte	9-18-69	4-1-73
Mrs. Louise Worthy	Wilmington	9-18-69	4-1-73
Mrs. Texie Fleming	Winston-Salem	9-18-69	4-1-73
Mrs. Gale Lucas	Plymouth	9-18-69	4-1-73
William T. Brown[71a]	Fayetteville	9-9-70	4-1-73
DEPARTMENT OF JUSTICE[72]			
GENERAL STATUTES COMMISSION[73]			
William L. Hill II	Wilmington	9-9-69	5-31-71
Willis P. Whichard†	Durham	9-9-69	5-31-71
		9-2-71	5-31-73
George W. Saintsing	Thomasville	9-2-71	5-31-73
CRIMINAL JUSTICE TRAINING AND STANDARDS COUNCIL[74]			
James P. Green	Henderson	11-29-71	7-1-72
James Harry Limer	Littleton	11-29-71	7-1-73
Mack Johnson Treadway	Taylorsville	11-29-71	7-1-74
James F. Morgan[74a]	High Point	9-12-72	7-1-75

DEPARTMENT OF AGRICULTURE[75]

STATE BOARD OF AGRICULTURE[76]

James L. Southerland, Jr.[76a]	Laurinburg	7-21-69	5-4-75
Claude T. Hall†	Woodsdale	7-21-69	5-4-75
J. Hawley Poole†	West End	7-21-69	5-4-75
George Kittrell†	Corapeake	4-11-72	5-4-77
Charles F. Phillips†	Thomasville	4-11-72	5-4-77
Henry Gray Shelton†	Speed	4-11-72	5-4-77
James D. Speed [76b]	Louisburg	10-10-72	5-4-75

STRUCTURAL PEST CONTROL COMMITTEE[77]

James E. Hutto[77a]	Charlotte	11-4-69	6-30-73
Ralph A. Killough[77b]	Charlotte	8-27-70	6-30-74

[70A] The Interstate Compact for Education was transferred to the Department of Public Education July 14, 1971. S.L., 1971, c. 864, s. 7(8); G.S. 143A-45; the commission operates in connection therewith. It consists of seven members representing each state: the governor, two from the legislature, and four appointed by the governor to serve at his pleasure. G.S. 115-349; S.L., 1967, c. 1020.

[71] The Textbook Commission was transferred to the Department of Public Education July 14, 1971. S.L., 1971, c. 864, s. 7(11); G.S. 143A-48. The commission consists of twelve members appointed jointly by the governor and the superintendent of public instruction to serve four-year terms. Seven of the members must be outstanding teachers or principals in the elementary grades; five members must be outstanding teachers or principals in the high school grades; one member may be a county or city superintendent. G.S. 115-208; S.L., 1945, c. 707; S.L., 1955, c. 1372, art. 24, s. 3.

[71a] Succeeded Dudley Flood.

[72] See S.L., 1971, c. 864, s. 8 and G.S. 143A-49 through 143A-55 for provisions relating to the department.

[73] The General Statutes Commission was transferred to the Department of Justice July 14, 1971. S.L., 1971, c. 864, s. 8(7); G.S. 143A-53. The commission is made up of ten members appointed for two-year terms as follows: one each by the president of the North Carolina State Bar, one by the General Statutes Commission, one each by the respective deans of the law schools of Duke University, Wake Forest University, the University of North Carolina at Chapel Hill, and North Carolina Central University; one each by the president of the Senate and the speaker of the House of Representatives of the General Assembly, and two by the governor. G.S. 164-14; S.L., 1967, c. 1230; S.L., 1969, c. 541, s. 4; S.L., 1971, cc. 1, 76.

[73a] Succeeded William L. Hill II.

[74] The council, which functions within the Department of Justice, is made up of twenty-one members of whom three are appointed at large by the governor for three-year terms. Others are representatives of specified state agencies or law enforcement organizations. S.L., 1971, c. 963.

[74a] Succeeded James P. Green.

[75] See S.L., 1971, c. 864, s. 9 and G.S. 143A-56 through 143A-66 for provisions relating to the department.

[76] The Board of Agriculture was transferred to the Department of Agriculture July 14, 1971. S.L., 1971, c. 864, s. 9(5); G.S. 143A-59. The board is composed of the commissioner of agriculture, who is ex officio, and ten members serving six-year terms, appointed by the governor with confirmation by the Senate. The members are to be so distributed as reasonably to represent the different sections and agricultural interests of the state, and all must be practical farmers engaged in their profession. G.S. 106-2.

[76a] Succeeded Richard N. Barber, Jr.

[76b] Succeeded Claude T. Hall.

[77] The Structural Pest Control Division was transferred to the Department of Agriculture July 14, 1971. S.L., 1971, c. 864, s. 9(6); G.S. 143A-60. The committee, functioning as part of the division, is made up of five members, two of whom are appointed by the governor. The law spells out details concerning members and their appointment. The governor's appointees must be actively engaged in the pest control industry. Terms are for three years. G.S. 106-65.23; S.L., 1967, c. 1184.

[77a] Succeeded Walter J. Killough.

[77b] Succeeded I. H. O'Hanlon.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
NORTH CAROLINA AGRICULTURAL HALL OF FAME BOARD OF DIRECTORS[78]			
Leary Rhinehart Harrill†	Raleigh	6-6-69	1-27-75
R. E. Jones[78a]	Greensboro	2-28-72	1-27-77
GASOLINE AND OIL INSPECTION BOARD[79]			
Robert E. Allison†	Hazelwood	7-9-70	Pleasure of the governor
William Archie Cobb†	Ruffin	7-9-70	Pleasure of the governor
David W. Royster, Sr.†	Shelby	7-9-70	Pleasure of the governor
NORTH CAROLINA RURAL REHABILITATION CORPORATION BOARD OF DIRECTORS[80]			
Fred E. Harris†	Bailey	11-18-70	11-19-73
George R. Ross†	Jackson Springs	11-18-70	11-19-73
Elmer R. Daniel†	Spring Hope	6-16-70	11-19-72
		11-20-72	11-19-75
Robert N. Wood[80a]	Raleigh	2-29-72	11-19-74
Joe Madison Williams[80b]	Olin	2-29-72	11-19-74
ADVISORY COMMISSION FOR THE STATE MUSEUM OF NATURAL HISTORY[81]			
Mrs. Ernestine Gold[81a]	Rutherfordton	10-14-70	8-31-72
William A. Kirksey, Jr.[81b]	Morganton	11-13-72	8-31-74
Micou F. Browne†	Raleigh	10-14-70	8-31-72
		11-13-72	8-31-74
Fred L. Fearing[81c]	Elizabeth City	10-14-70	8-31-72
		11-13-72	8-31-74
NORTH CAROLINA PESTICIDE BOARD[82]			
William Younts Cobb	Raleigh	11-3-71	7-1-73
John L. Freeman	Raleigh	11-3-71	7-1-73
Thomas L. Linton	Raleigh	11-3-71	7-1-73
Hugh S. Surles, Jr.	Rocky Mount	11-3-71	7-1-75
James Outler Wright	Hobbsville	11-3-71	7-1-75
Richard A. Reavis	Statesville	11-3-71	7-1-75
Bruce M. Simpson	Monroe	11-3-71	7-1-75
John C. Williamson[82a]	Raleigh	11-30-71	7-1-75

DEPARTMENT OF LABOR[83]

NORTH CAROLINA BOARD OF BOILER RULES[84]

William C. Wallin†	Winston-Salem	9-2-69	6-18-74
Frank C. Perry[84a]	Sanford	9-29-72	6-18-76
Jerry D. Coleman[84b]	Wilmington	9-29-72	6-18-75

DEPARTMENT OF INSURANCE[85]

INSURANCE ADVISORY BOARD[86]

Larry P. Eagles†	Tarboro	11-13-69	9-1-73
G. Bryan Harrill[86a]	Forest City	11-13-69	9-1-73

[78] The Agricultural Hall of Fame was transferred to the Department of Agriculture July 14, 1971. S.L., 1971, c. 864, s. 9(7); G.S. 143A-61. The board is composed of three members appointed by the governor for six-year terms and five ex officio members specified by the legislature. G.S. 106-568.14, 106-568.15; S.L., 1953, c. 1129, s. 3.

[78a] Succeeded James H. Hilton.

[79] The Gasoline and Oil Inspection Board was transferred to the Department of Agriculture July 14, 1971. S.L., 1971, c. 864, s. 9(8); G.S. 143A-62. The board is composed of five members, of whom three are appointed by the governor and two who serve ex officio: the commissioner of agriculture, the director of the Gas and Oil Inspection Division. G.S. 119-26.

[80] The Rural Rehabilitation Corporation was transferred to the Department of Agriculture July 14, 1971. S.L., 1971, c. 864, s. 9(9); G.S. 143A-63. The board is made up of nine members, five of whom are appointed by the governor for three-year terms and four of whom are ex officio members: the commissioner of agriculture and directors of the Cooperative Agricultural Extension Service of N.C. State University, the Division of Vocational Education of the State Department of Public Instruction, and the N.C. state director of the Farmers Home Administration of the U.S. Department of Agriculture. G.S. 137-31.3; S.L., 1953, c. 724, s. 3.

[80a] Succeeded Clyde W. Gordon.

[80b] Succeeded W. Mercer Rowe, Jr.

[81] The Museum of Natural History Advisory Commission was transferred to the Department of Agriculture July 14, 1971. S.L., 1971, c. 864, s. 9(12); G.S. 143A-66. As created by the 1961 General Assembly, the commission consists of at least nine members, including the director of the Museum of Natural History, the commissioner of agriculture, the state geologist, the state forester, the director of the Institute of Fisheries Research of the University of North Carolina, the director of the Wildlife Resources Commission, the superintendent of public instruction, or any qualified representative of any or all. The three members appointed by the governor for two-year terms must represent the three geographical areas of the state. G.S. 143-370; S.L., 1961, c. 1180, s. 1.

[81a] Succeeded Basil D. Barr.

[81b] Succeeded Mrs. Ernestine Gold.

[81c] Succeeded Mrs. Roy A. Cooper, Jr.

[82] The board, which functions within the Department of Agriculture, was set up by the 1971 General Assembly. One member is a representative of the Department of Agriculture, one of the Department of Health, one of a state conservation agency, one a representative of the agricultural chemical industry, one a person engaged in agricultural production, and two at large. Following initial staggered terms, members serve for four years. S.L., 1971, c. 832.

[82a] Succeeded Hugh S. Surles, Jr., deceased.

[83] See S.L., 1971, c. 864, s. 10 and G.S. 143A-67 through 143A-72 for provisions relating to the department.

[84] The Board of Boiler Rules was transferred to the Department of Labor July 14, 1971. S.L., 1971, c. 864, s. 10(5); G.S. 143A-70. Five members are appointed to the board by the governor for five-year terms; the commissioner of labor serves as chairman. G.S. 95-54.

[84a] Succeeded Grover L. Dillon, Jr.

[84b] Succeeded Henry Jackson Lane, Sr.

[85] See S.L., 1971, c. 864, s. 11 and G.S. 143A-73 through 143A-79 for provisions relating to the department.

[86] The Insurance Advisory Board was transferred to the Department of Insurance July 14, 1971. S.L., 1971, c. 864, s. 11(5); G.S. 143A-76. The board is composed of seven members, six of whom are appointed by the governor and one of whom, the commissioner of insurance, is an ex officio member and chairman. Appointments and reappointments are for four-year terms. The governor appoints members to fill any unexpired term of office and may remove members when he feels the public interest requires such action. G.S. 58-27.1.

[86a] Succeeded W. W. Forehand.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Johnny R. Clark[86b]	Morganton	11-13-69	9-1-73
J. R. Owens[86c]	Tarboro	3-23-71	9-1-73
Johnnie G. Howell[86d]	Pikeville	3-13-72	9-1-75
Gordon E. Rhodes[86e]	North Wilkesboro	3-13-72	9-1-73
		3-23-71	9-1-71
W. Robert Page, Jr.[86f]	Jacksonville	3-13-72	9-1-75
H. P. Mobley†	Williamston	3-13-72	9-1-75
HEALTH INSURANCE ADVISORY BOARD[87]			
Rufus White[87a]	Greensboro	8-17-70	9-15-71
		10-4-72	9-15-75
James A. Summers[87b]	Salisbury	8-17-70	9-15-73
Robert L. Hutchins[87c]	High Point	8-17-70	9-15-73
Paul S. Ellison[87d]	Shelby	8-17-70	9-15-73
George R. McKee[87e]	Durham	8-17-70	9-15-73
John W. Googe[87f]	Winston-Salem	8-17-70	9-15-73
Micou F. Browne†	Raleigh	10-4-72	9-15-75
Mary Jane McConnell[87g]	Mooresville	10-4-72	9-15-75
Guy E. Barnes[87h]	Rocky Mount	10-4-72	9-15-75
BUILDING CODE COUNCIL[88]			
John H. Emerson[88a]	Raleigh	9-5-69	7-31-75
Julian Altobellis[88b]	Wilmington	4-27-70	7-31-75
Clinton Eubanks[88c]	Charlotte	4-27-70	7-31-75
Tyrus Raymond Bissett	Wilson	4-27-70	7-31-75
Thomas L. Watson, Jr.	Wilson	9-13-72	7-31-77
Clinton B. Galphin†	Raleigh	9-13-72	7-31-77
Samuel Ray Moore†	Cary	9-13-72	7-31-77
DEPARTMENT OF ADMINISTRATION[89]			
William Lindsay Turner[89a]	Raleigh	1-3-69	Pleasure of the governor
		10-1-71	Pleasure of the governor
STATE PERSONNEL BOARD[90]			
R. B. Jordan, Jr.†	Mt. Gilead	10-30-69	6-30-75

Fred Hauser†	Winston-Salem	10-30-69	6-30-75
E. Sharpe Newton[90a]	Wilson	3-23-71	6-30-71
		5-8-72	6-30-77
Elton R. Jeffries[90b]	Mebane	5-8-72	6-30-77
James W. Dixon[90c]	Raleigh	5-8-72	6-30-77
William L. Turner[90d]	Raleigh	12-27-72	6-30-73

NORTH CAROLINA HOUSING CORPORATION[91]

Claude E. Pope	Raleigh	10-7-69	7-2-70
		8-27-70	7-2-74

[86b] Succeeded Edwin Haynes.
[86c] Succeeded Max O. Welborn.
[86d] Succeeded G. Bryan Harrill.
[86e] Succeeded Larry P. Eagles.
[86f] Succeeded Robert G. Deyton.

[87] The Health Insurance Advisory Board was transferred to the Department of Insurance July 14, 1971. S.L., 1971, c. 864, s. 11(6); G.S. 143A-77. As authorized by the 1961 General Assembly, nine members appointed by the governor. After initial staggered terms, appointments are for four years. The commissioner of insurance serves as an ex officio member. Five of the appointive members must be from the public at large and four are appointed from the insurance industry upon recommendation of the commissioner of insurance. G.S. 58-262.1, 58-262.2; S.L., 1961, c. 1044; S.L., 1967, c. 634, s. 1.

[87a] Succeeded Ogburn Fletcher Stafford.
[87b] Succeeded J. Elvin Jackson.
[87c] Succeeded Mrs. Norman P. Stone.
[87d] Succeeded Joseph E. Barnes.
[87e] Succeeded Arthur Watts Clark.
[87f] Succeeded Herbert F. Ledford.
[87g] Succeeded Carlie Bernard Sessoms.
[87h] Succeeded Frank Woodson Jones.

[88] The Building Code Council was transferred to the Department of Insurance July 14, 1971. S.L., 1971, c. 864, s. 11(7); G.S. 143A-78. The council consists of eleven members appointed by the governor for six-year terms. Members are chosen from the professions of architecture, engineering, and construction as designated by law. G.S. 143-136; S.L., 1957, c. 1138, S.L., 1969, c. 1229.

[88a] Succeeded J. Sidney Kirk.
[88b] Succeeded John M. Council, Jr.
[88c] Succeeded Jack Baber.

[89] See S.L., 1971, c. 864, s. 12 and G.S. 143A-80 through 143A-96 for provisions relating to the department.

[89a] Succeeded Wayne A. Corpening. Dr. Turner was appointed in 1969 as director of the Department of Administration; the 1971 appointment named him secretary of administration under the provisions of the reorganization act.

[90] The State Personnel Board was transferred to the Department of Administration July 14, 1971. S.L., 1971, c. 864, s. 12(6); G.S. 143A-84. The board consists of seven members appointed by the governor: two state employees, two from a list nominated by the North Carolina Association of County Commissioners, two persons from private business or industry, and one from the public at large. Following initial staggered terms, members serve six years. The governor designates the chairman. G.S. 126-2; S.L., 1965, c. 640, s. 2.

[90a] Succeeded Lester F. Zerfoss.
[90b] Succeeded Fred Stovall Royster.
[90c] Succeeded C. P. Reinhardt.
[90d] Succeeded Victor E. Jones.

[91] The North Carolina Housing Corporation was transferred to the Department of Administration July 1, 1971. S.L., 1971, c. 864, s. 12(7); G.S. 143A-85. This corporation, established by the 1969 General Assembly, consists of four members appointed by the governor; one shall have experience in real estate, one in banking, one in mortgage finance, and one in insurance. The five ex officio members are the director of the Department of Administration, the director of the Department of Conservation and Development, the director of the Department of Local Affairs, and the state health officer. After initial staggered terms, appointments are for four years. G.S. 122A-4, S.L., 1969, c. 1235, s. 4.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
R. Peyton Woodson III, *chairman*	Raleigh	10-7-69	7-2-73
John W. Winters	Raleigh	10-7-69	7-2-72
		9-18-72	7-2-76
Roy A. Southerland, Jr.	Raleigh	10-7-69	7-2-71
		10-5-71	7-2-75
CAPITAL BUILDING AUTHORITY[92]			
W. C. Calton†	Raleigh	9-22-72	6-30-73
Frank B. Turner†	Raleigh	9-22-72	6-30-73
YOUTH ADVISORY BOARD[93]			
Guion Johnson	Chapel Hill	4-7-70	4-7-72
		5-1-72	4-7-76
Mrs. J. Frank Bryant	Booneville	4-7-70	4-7-72
		5-1-72	4-7-76
James B. Hunt, Jr.	Wilson	4-7-70	4-7-72
		5-1-72	4-7-76
Mrs. W. A. Setzer	Claremont	4-7-70	4-7-72
		5-1-72	4-7-76
F. George Shipman	Salisbury	4-7-70	4-7-74
W. E. Roland	Asheville	4-7-70	4-7-74
Harold T. Conner	Raleigh	4-7-70	4-7-74
Mrs. Daniel G. Gill	Greensboro	4-7-70	4-7-74
William C. Cooper[93a]	Greensboro	5-1-72	4-7-74
NORTH CAROLINA ZOOLOGICAL AUTHORITY[94]			
A. A. McMillan	Raleigh	11-5-69	7-15-72
		8-25-72	7-15-75
Ernest W. Greup	Durham	11-5-69	7-15-72
		8-25-72	7-15-75
Mrs. Jim Church	Winston-Salem	11-5-69	7-15-72
C. J. Snow	Mount Airy	11-5-69	7-15-72
		8-25-72	7-15-75
Stanley N. Kaplan	Charlotte	11-5-69	7-15-72
		8-25-72	7-15-75
Samuel F. Rees	Siler City	11-5-69	7-15-72
		8-25-72	7-15-75

Norwood W. Pope	Raleigh	11-5-69	7-15-72
		8-25-72	7-15-75
James E. Humphreys, Jr.	Winston-Salem	11-5-69	7-15-72
		8-25-72	7-15-75
Charles E. Hayworth	High Point	11-5-69	7-15-72
Joe T. Millsaps	Charlotte	11-5-69	7-15-72
		8-25-72	7-15-75
Clement P. Monroe	Pinehurst	11-5-69	7-15-72
		8-25-72	7-15-75
Cecil J. Spears	Enfield	11-5-69	7-15-72
		8-25-72	7-15-75
Jack Clevenger	Black Mountain	11-5-69	7-15-72
		8-25-72	7-15-75
James D. Little	Wilson	11-5-69	7-15-72
		8-25-72	7-15-75
Frank S. White	Pembroke	11-5-69	7-15-72
		8-25-72	7-15-75
Mrs. George Ross[94a]	Wilmington	11-11-71	7-15-72
		8-25-72	7-15-75
Charles Whitehurst[94b]	Greensboro	11-11-71	7-15-72
		8-25-72	7-15-75
Hugh B. Campbell, Jr.[94c]	Charlotte	9-9-72	7-15-75

North Carolina Human Relations Commission[95]

Fred L. Cooper, *chairman*	Murfreesboro	1-31-69	Pleasure of the governor
Brooks Hays, *chairman*[95a]	Winston-Salem	1-22-70	Pleasure of the governor
		6-11-70	Pleasure of the governor

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92 The Capital Building Authority was transferred to the Department of Administration July 14, 1971. S.L., 1971, c. 864, s. 12(8); G.S. 143A-86. The authority was established by action of the 1967 General Assembly. Two members are appointed by the governor, one by the lieutenant governor from the membership of the Senate, and one by the speaker of the House from its membership; the governor, attorney general, state treasurer, and director of administration, who is chairman, serve ex officio. G.S. 129-40; S.L., 1967, c. 994.

93 The Youth Advisory Board was transferred to the Department of Administration on July 14, 1971. S.L., 1971, c. 864, s. 12(10); G.S. 143A-88. The board is composed of sixteen members, eight adults appointed by the governor and eight youths elected by Youth Councils of North Carolina. Following initial staggered terms, members serve for two years. S.L., 1969, c. 404, s. 5; G.S. 143, Art. 29C.

93a Succeeded F. George Shipman.

94 The Zoological Authority was transferred to the Department of Administration July 14, 1971. S.L., 1971, s. 12(11); G.S. 143A-89.

94a Succeeded Mrs. Jim Church.

94b Succeeded Charles E. Hayworth.

94d Succeeded Norwood W. Pope, resigned.

95 The North Carolina Good Neighbor Council was transferred to the Department of Administration July 14, 1971. S.L., 1971, c. 864, s. 12(12). The name was changed to North Carolina Human Relations Commission in 1971 by S.L., 1971, c. 674. Twenty members appointed by the governor serve at his pleasure. G.S. 143-416; S.L., 1967, c. 992.

95a Succeeded Fred L. Cooper.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Frederick Douglas Alexander†	Charlotte	6-11-70	Pleasure of the governor
Andrew Arthur Best†	Greenville	6-11-70	Pleasure of the governor
J. H. Barnhill	Hickory	6-11-70	Pleasure of the governor
Seaborn Blair[95b]	Wallace	6-11-70	Pleasure of the governor
S. B. T. Easterling[95c]	Ellerbe	6-11-70	Pleasure of the governor
Hilda Freeman[95d]	Rutherfordton	6-11-70	Pleasure of the governor
Mrs. Marse Grant[95e]	Raleigh	6-11-70	Pleasure of the governor
Millard Samuel Hayworth†	Rocky Mount	6-11-70	Pleasure of the governor
Howard Hunter†	Ahoskie	6-11-70	Pleasure of the governor
Marvin Johnson[95f]	Wilmington	6-11-70	Pleasure of the governor
Samuel McKee[95g]	New Bern	6-11-70	Pleasure of the governor
Joe McLeod[95h]	Fayetteville	6-11-70	Pleasure of the governor
Hilton Oxendine[95i]	Lumberton	6-11-70	Pleasure of the governor
Linda M. Roberts[95j]	Gastonia	6-11-70	Pleasure of the governor
S. J. Shaw[95k]	Greensboro	6-11-70	Pleasure of the governor
Clarence L. Shoffner[95l]	Roanoke Rapids	6-11-70	Pleasure of the governor
Theodore Speigner[95m]	Durham	6-11-70	Pleasure of the governor
Joe Stallings[95n]	New Bern	6-11-70	Pleasure of the governor
Manley E. Wright[95o]	Asheville	6-11-70	Pleasure of the governor
George Panton[95p]	NCSU, Raleigh	5-2-69	Pleasure of the governor (for one year)
Calvin McSwain[95q]	A&T, Greensboro	5-2-69	Pleasure of the governor (for one year)
Stover P. Dunagan[95r]	Spindale	12-1-72	Pleasure of the governor
Michael D. Hunt[95s]	Chapel Hill	12-1-72	Pleasure of the governor
E. F. Peoples[95t]	Newton	12-1-72	Pleasure of the governor
Robert W. Poole[95u]	Southern Pines	12-1-72	Pleasure of the governor

North Carolina Commission on Interstate Cooperation[96]

David P. Murray[96a]	Raleigh	7-1-69	6-30-71
		10-4-71	6-30-73
G. Irvin Aldridge[96b]	Raleigh	7-1-69	6-30-71
		10-4-71	6-30-73
Roy G. Sowers, Jr.[96c]	Raleigh	7-1-69	6-30-71
Joe E. Eagles[96d]	Raleigh	6-9-71	6-30-73

North Carolina Marine Science Council[97]

Addison Hewlett, Jr., *chairman*	Wilmington	1-29-70	Pleasure of the governor
C. E. Bishop	Chapel Hill	1-29-70	6-17-71
William R. Flowers	Plymouth	1-29-70	6-17-71
Philip Quidley†	Manteo	1-29-70	6-17-71
		7-11-72	6-17-77
Adrian D. Hurst†	Wilmington	1-29-70	6-17-71
		7-11-72	6-17-77
H. Brooks James†[97a]	Chapel Hill	11-5-70	6-17-71
		7-11-72	6-17-77
Mrs. Mae Woods Bell	Rocky Mount	1-29-70	6-17-73
John D. Costlow	Beaufort	1-29-70	6-17-73
E. Walton Jones	Raleigh	1-29-70	6-17-73

[95b] Succeeded Ray A. Killian.
[95c] Succeeded William Kellon Quick.
[95d] Succeeded George Harrison Panton.
[95e] Succeeded Marse Grant.
[95f] Succeeded J. W. Pate, Jr.
[95g] Succeeded Robert B. Spivey.
[95h] Succeeded John Sylvester Stewart.
[95i] Succeeded English Jones.
[95j] Succeeded Marshall Arthur Rauch.
[95k] Succeeded James E. Cheek.
[95l] Succeeded Floyd C. Trexler.
[95m] Succeeded James T. Taylor.
[95n] Succeeded Lawrence Calvin McSwain.
[95o] Succeeded Mrs. Charles E. Dameron, Jr.
[95p] Succeeded Joseph L. Berry.
[95q] Succeeded Robert J. Brown.
[95r] Succeeded J. H. Barnhill, resigned.
[95s] Succeeded Hilda Freeman.
[95t] Succeeded S. B. T. Easterling.
[95u] Succeeded Joe Stallings.

[96] The Commission on Interstate Cooperation was transferred to the Department of Administration July 14, 1971. S.L. 1971, c. 864, s. 12(13); G.S. 143A-91. The commission is composed of three administrative officials appointed by the governor for two-year terms, three senators designated by the president of the Senate, and three representatives designated by the speaker of the House and the president of the Senate. G.S. 143-178, 143-182; S.L., 1961, c. 1108; S.L., 1965, c. 866.

[96a] Succeeded Claude Caldwell.
[96b] Succeeded G. Andrew Jones, Jr.
[96c] Succeeded Dan E. Stewart.
[96d] Succeeded Roy G. Sowers, Jr.

[97] The North Carolina Marine Science Council was transferred to the Department of Administration July 14, 1971. S.L., 1971, c. 864, s. 12(15); G.S. 143A-93. The chairman and twenty members are appointed by the governor from public and private academic and scientific institutions and from the various industries and professions in the state concerned with the exploration and use of the sea. The chairman serves at the pleasure of the governor; members serve six years, after the initial appointments. G.S. 143-347.2.

[97a] Succeeded C. E. Bishop.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Dwight Everett Medlin	Surf City	1-29-70	6-17-73
Paul S. Dennison	Wilmington	1-29-70	6-17-75
J. L. Seamon	Morehead City	1-29-70	6-17-75
Lewis F. Dunn	New Bern	1-29-70	6-17-75
Clayton Fulcher, Jr.	Atlantic	1-29-70	6-17-75
Charles Q. Brown	Greenville	1-29-70	6-17-75
Frank B. Turner	Raleigh	1-29-70	6-17-75
Chester W. Clark	Raleigh	1-29-70	6-17-75
Stanford White	Manteo	1-29-70	6-17-75
Leigh H. Hammond	Raleigh	1-29-70	6-17-75
John A. Mitchener, Jr.	Edenton	1-29-70	6-17-75
George M. Irvine, Jr.	High Point	1-29-70	6-17-75
Orvin H. Pilkey	Durham	1-29-70	6-17-75
Bruce Muga[97b]	Durham	7-11-72	6-17-75
Melvin Daniel, Jr.[97c]	Elizabeth City	7-11-72	6-17-77
David Adams[97d]	Wilmington	7-11-72	6-17-73
David Stick[97e]	Kitty Hawk	7-11-72	6-17-73
Harold Hardison[97f]	Deep Run	7-11-72	6-17-75
Roger Jones[97g]	Newport	7-11-72	6-17-75
Edith Whitaker Marsh[97h]	Raleigh	9-6-72	6-17-75
SOUTHERN INTERSTATE NUCLEAR BOARD[98]			
Edwin L. Jones†	Charlotte	4-10-69	Pleasure of the governor
Peter J. Chenery[98a]	Raleigh	11-4-71	Pleasure of the governor
COMMISSION ON THE EDUCATION AND EMPLOYMENT OF WOMEN[99]			
Mrs. William A. Shires [99a]	Greenville	7-21-70	6-30-72
Mrs. John B. (Nancy) Chase †	Eureka	7-21-70	6-30-72
		9-26-72	6-30-74
Voit Gilmore†	Southern Pines	7-21-70	6-30-72
Margaret A. Hunt†	Greensboro	7-21-70	6-30-72
		9-26-72	6-30-74
Mrs. Velma Johnson[99b]	Winston-Salem	7-21-70	6-30-72
		1-5-72	6-30-73
Mrs. Dillard Griffin†	Durham	7-21-70	6-30-72
		1-5-72	6-30-73

Mrs. David O. (Betty) Speir[99c]	Bethel	7-21-70	6-30-72
		1-5-72	6-30-73
Mrs. Richard A. Broadnax[99d]	Williamston	9-26-72	6-30-74
P. C. Collins, Jr.[99e]	Laurel Springs	9-26-72	6-30-74

North Carolina Council on State Goals and Policy[100]

Dean W. Colvard, *vice-chairman*	Charlotte	3-14-72	3-13-75
Mrs. Harry B. (Margaret) Caldwell	Greensboro	3-14-72	3-13-75
Samuel D. Cook	Durham	3-14-72	3-13-75
David Gillespie	Charlotte	3-14-72	3-13-74
Wilbur Hobby	Raleigh	3-14-72	3-13-74
Philip J. Kirk, Jr.	Salisbury	3-14-72	3-13-74
James G. Maddox	Raleigh	3-14-72	3-13-74
Mrs. John L. (Betty) McCain	Wilson	3-14-72	3-13-73
Mrs. Dorothy N. Allen	Raleigh	3-14-72	3-13-73
William B. McGuire	Charlotte	3-14-72	3-13-73
Johnson L. Owle[100a]	Cherokee	3-14-72	3-13-73
A. Kenneth Pye	Durham	3-14-72	3-13-73
William E. Stevens, Jr.	Lenoir	3-14-72	3-13-73

[97b] Succeeded Orvin H. Pilkey.
[97c] Succeeded William R. Flowers.
[97d] Succeeded John D. Costlow.
[97e] Succeeded Dwight Everett Medlin.
[97f] Succeeded J. L. Seamon.
[97g] Succeeded Clayton Fulcher, Jr.
[97h] Succeeded J. L. Seamon.

[98] The Southern Interstate Nuclear Board was transferred to the Department of Administration July 14, 1971. S.L., 1971, c. 864, s. 12(17): G.S. 143A-95. The board is made up of one member from each party state, appointed in accordance with the law of that state. North Carolina's member is appointed by the governor. G.S. 104D-1, 104D-2; S.L., 1965, c. 858.

[98a] Succeeded Edwin L. Jones, deceased.

[99] The Commission on Education and Employment of Women was transferred to the Department of Administration July 14, 1971, c. 864, s. 12; G.S. 143A-96. The commission, successor to the Commission on the Status of Women which was established by executive order on October 11, 1963, was made a statutory body in 1967; seven members are appointed by the governor to serve for two years. The body is to report its findings and recommendations to each session of the General Assembly. G.S. 143-424; S.L., 1967, c. 1027.

[99a] Succeeded Mrs. Mary Faye Brumby.
[99b] Succeeded Mrs. Hugh W. Primrose.
[99c] Succeeded Mrs. Frank Brown, Jr.
[99d] Succeeded Mrs. William A. Shires.
[99e] Succeeded Voit Gilmore.

[100] The council was established in the Department of Administration by the 1971 General Assembly. Fifteen members are appointed by the governor, who is designated chairman by law. Following initial staggered terms, members serve four years. S.L., 1971, c. 838; G.S. 143-479. Prior to 1971 there was a nonstatutory Governor's Council on State Goals and Policy. James A. Graham, Irvin Aldridge, James Glenn, Ronald Scott, and Weldon Denny, all of Raleigh, were appointed 8-24-70 to serve at the pleasure of the governor.

[100a] Resigned.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Ivie L. Clayton	Raleigh	3-14-72	3-13-74
James B. Hunt, Jr.	Wilson	7-10-72	3-13-74
GOVERNOR'S ADVOCACY COMMISSION ON CHILDREN AND YOUTH[101]			
John B. Chase, Jr.	Charlotte	3-17-72	7-1-74
Mrs. Fannie P. Jackson	Greenville	3-17-72	7-1-73
Richard S. Ray	Chapel Hill	3-17-72	7-1-73
Mrs. Gaston A. Johnson	High Point	3-17-72	7-1-75
Mrs. Henry Milgrom	Battleboro	3-17-72	7-1-72
		8-14-72	7-1-76
Joseph Iverson Riddle	Morganton	3-17-72	7-1-72
		8-14-72	7-1-76
Mrs. Harry H. Barnes, Jr.	Winston-Salem	3-17-72	7-1-74
James Washington Hargrove	Raleigh	3-17-72	7-1-72
		8-14-72	7-1-74
Kathryn O. Whichard	Greenville	3-17-72	7-1-73
Joseph Averette Collins	Fuquay-Varina	3-17-72	7-1-72
Hope Brown	Durham	3-17-72	7-1-73
James C. VanLandingham[101a]	Williamston	8-14-72	7-1-74
NORTH CAROLINA DRUG AUTHORITY[102]			
Larry Shane Larson	Chapel Hill	10-11-71	7-1-73
NORTH CAROLINA MANPOWER COUNCIL[103]			
Luther H. Hodges, *chairman*	Charlotte	11-5-71	5-14-75
J. C. Brown, Jr.	Raleigh	11-5-71	5-14-75
Thomas N. Ingram	Charlotte	11-5-71	5-14-75
Howard R. Broom	Roanoke Rapids	11-5-71	5-14-75
Harry J. Archer	Raleigh	11-5-71	5-14-75
Robert S. Chiles	Winston-Salem	11-5-71	5-14-75
Juanita Kreps, *vice-chairman*	Durham	11-5-71	5-14-73
James A. Summers	Salisbury	11-5-71	5-14-73
George L. Carpenter	Waynesville	11-5-71	5-14-73
Marshall B. Bass	Winston-Salem	11-5-71	5-14-73
James Edward O'Neill	Durham	11-5-71	5-14-73

L. G. Holleman, Jr.	Raleigh	11-5-71	5-14-73
John W. Dawson[103a]	Ferguson	9-18-72	5-14-75

STANDARDIZATION COMMITTEE[104]

William L. Turner[104a]	Raleigh	10-17-69	Pleasure of the governor
Thorne Gregory[104b]	Raleigh	10-17-69	Pleasure of the governor
Samuel H. Johnson[104c]	Raleigh	10-17-69	Pleasure of the governor
Ben H. Clarke†	Chapel Hill	10-17-69	Pleasure of the governor
N. W. Conner†	Raleigh	10-17-69	Pleasure of the governor
J. L. Pierce†	Raleigh	10-17-69	Pleasure of the governor
George A. Brinkley[104d]	Raleigh	10-17-69	Pleasure of the governor
John J. Burney[104e]	Wilmington	1-25-71	Pleasure of the governor
Kenneth Royall, Jr.[104f]	Durham	1-25-71	Pleasure of the governor
Joseph S. Lennon[104g]	Chapel Hill	6-22-72	Pleasure of the governor
Harry G. Long[104h]	Raleigh	12-27-72	Pleasure of the governor

DEPARTMENT OF TRANSPORTATION AND HIGHWAY SAFETY[105]

Fred M. Mills, Jr., *secretary*	Wadesboro	11-30-71	Pleasure of the governor

101 The commission, created by the 1971 General Assembly to serve as an advocate of the interests of children and youth within the state and local governments and with private agencies serving children and youth, is made up of two members of the Senate, appointed by the president of that body; two members of the House, appointed by the speaker; the state health director; the commissioner of social services; the commissioner of mental health; the state superintendent of public instruction; the commissioner of juvenile correction; seven adult members and four youth members appointed by the governor. The seven adults appointed by the governor serve four-year terms; the other appointees serve two years. The commission functions within the Department of Administration. S.L., 1971, c. 935.

101a Succeeded Joseph Averette Collins.

102 The authority was established by the 1971 General Assembly to work within the Department of Administration. Thirteen members include nine named officials, a member of the Board of Medical Examiners, a member of the House appointed by the speaker, a member of the Senate appointed by the president pro tempore, and a youth appointed by the governor for a two-year term. S.L., 1971, c. 922.

103 The council is composed of twelve members appointed by the governor; following initial staggered terms, members serve for four years. G.S. 143-283.44. The council functions within the Department of Administration. S.L., 1971, c. 378, s. 4.

103a Succeeded J. C. Brown, Jr., resigned.

104 The committee of seven members includes the director of administration, an engineer from the State Highway Commission, a representative of a state or local educational agency, a representative of a state department, a representative of a charitable or correctional institution, and two members of the Advisory Budget Commission. The director of administration serves as chairman. G.S. 143-61; S.L., 1971, c. 587. The committee functions within the Division of Purchase and Contract of the Department of Administration. See G.S. 143-61, S.L., 1971, c. 587, s. 1.

104a Succeeded Wayne A. Corpening.

104b Succeeded Edward M. O'Herron, Jr.

104c Succeeded Joe E. Eagles.

104d Succeeded J. E. Thompson.

104e Succeeded Thorne Gregory.

104f Succeeded Samuel H. Johnson.

104g Succeeded Ben H. Clarke.

104h Succeeded George A. Brinkley.

105 See S.L., 1971, c. 864, s. 13 and G.S. 143A-97 through 143A-108 for provisions relating to the department.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
STATE HIGHWAY COMMISSION[106]			
Duncan McLauchlin Faircloth	Clinton	7-1-69	Pleasure of the governor
Joseph Warren Nowell, Jr.	Winfall	7-30-69	Pleasure of the governor
Carroll H. Gillam	Windsor	7-30-69	Pleasure of the governor
W. Arthur Tripp	Greenville	7-30-69	Pleasure of the governor
Hugh A. Ragsdale	Richlands	7-30-69	Pleasure of the governor
James M. Smith	Chinquapin	7-30-69	Pleasure of the governor
Willie S. Williams, Jr.	Middlesex	7-30-69	Pleasure of the governor
William Grimes Clark III	Tarboro	7-30-69	Pleasure of the governor
Clifton L. Benson, Sr.	Raleigh	7-30-69	Pleasure of the governor
Charles Rankin Dawkins	Fayetteville	7-30-69	Pleasure of the governor
David Russell Parnell	Parkton	7-30-69	Pleasure of the governor
T. Linwood Smith	High Point	7-30-69	Pleasure of the governor
John Franklin Allen	Biscoe	7-30-69	Pleasure of the governor
William Ball Joyce	Sanford	7-30-69	Pleasure of the governor
Thomas W. Ellis	Henderson	7-30-69	Pleasure of the governor
Charles K. Maxwell	Huntersville	7-30-69	Pleasure of the governor
W. Frank McCray	Kannapolis	7-30-69	Pleasure of the governor
Robert G. Barr	West Jefferson	7-30-69	Pleasure of the governor
E. Gwyn McNeil	Jonesville	7-30-69	Pleasure of the governor
Roy Dedmon	Shelby	7-30-69	Pleasure of the governor
Novile C. Hawkins	Mars Hill	7-30-69	Pleasure of the governor
Jackson Bristol Kirksey	Morganton	7-30-69	Pleasure of the governor
Edward Jordan Whitmire	Franklin	7-30-69	Pleasure of the governor
J. Boyd Crisp	Robbinsville	7-30-69	Pleasure of the governor
William Ted Phillips[106a]	Robbinsville	11-3-69	Pleasure of the governor
Henry Clay Oglesby[106b]	Grifton	6-29-72	Pleasure of the governor
Clinton F. Dodson[106c]	Cullowhee	6-29-72	Pleasure of the governor
Thomas Armand Sandlin[106d]	Bryson City	7-27-72	Pleasure of the governor
COMMISSIONER OF MOTOR VEHICLES[107]			
Joseph W. Garrett[107a]	Raleigh	2-1-69	Pleasure of the governor
BOARD OF COMMISSIONERS OF NAVIGATION AND PILOTAGE FOR THE CAPE FEAR RIVER[108]			
William W. Murrell	Wilmington	6-10-69	4-15-73

Frank Prince O'Brien†	Southport	6-10-69	4-15-73
Edward A. Orrell†	Wilmington	6-10-69	4-15-73
John Roland Godwin, *chairman*[108a]	Wrightsville Beach	6-10-69	4-15-73
Ralph Terrell Horton[108b]	Wilmington	6-10-69	4-15-73
James Preston Wilson[108c]	Wilmington	8-11-70	4-15-73

GOVERNOR'S AVIATION COMMITTEE[109]

Alex Bernhardt[109a]	Lenoir	5-13-70	11-1-73
J. B. Julian†	Fayetteville	5-13-70	11-1-73
O. Z. Wrenn, Jr.†	Durham	5-13-70	11-1-73
Robert Morrison†	Monroe	5-13-70	11-1-73
Richard Moffett†	Goldsboro	5-13-70	11-1-73
John Adams Cunningham, *chairman*†	Charlotte	3-14-72	6-30-75
W. T. Jenkins[109b]	Franklin	3-14-72	6-30-75
W. C. Herring, Jr.[109c]	Wilson	3-14-72	6-30-75
Roberts H. Jernigan, Jr.†	Ahoskie	3-14-72	6-30-75
Lennox P. McLendon, Jr.†	Greensboro	3-14-72	6-30-75
Ned A. Beeker[109d]	Lexington	3-14-72	6-30-75

[106] The State Highway Commission was transferred to the Department of Transportation and Highway Safety July 14, 1971. S.L., 1971, c. 864, s. 13(4); G.S. 143A-99. The 1969 General Assembly provided for a reorganization of the commission. A chairman and twenty-three members are appointed by the governor and serve at his pleasure. G.S. 136-1; S.L., 1969, c. 237.

[106a] Succeeded J. Boyd Crisp, deceased.

[106b] Succeeded W. Arthur Tripp.

[106c] Succeeded Edward Jordan Whitmire.

[106d] Succeeded William Ted Phillips.

[107] The Department of Motor Vehicles was transferred to the Department of Transportation and Highway Safety July 14, 1971. S.L., 1971, c. 864, s. 13(5), G.S. 143A-100. The commissioner of motor vehicles is appointed by the governor and serves at his pleasure. G.S. 20-2.

[107a] Succeeded Ralph L. Howland.

[108] The board was transferred to the Department of Transportation and Highway Safety July 14, 1971. S.L., 1971, c. 864, s. 13(8); G.S. 143A-103. Five members appointed by the governor serve four-year terms. At least four of these members must be residents of New Hanover County and none shall be a licensed pilot. G.S. 76-1.

[108a] Succeeded Oscar E. DuRant, Jr.

[108b] Succeeded Robert M. Williams.

[108c] Succeeded Ralph Terrell Horton.

[109] The committee was transferred to the Department of Transportation and Highway Safety July 14, 1971. S.L., 1971, c. 864, s. 13(9); G.S. 143A-104. Eleven persons appointed by the governor, with one for each congressional district, comprise the committee. After initial staggered terms, members serve four years. The committee advises the Department of Conservation and Development, Commerce and Industry Division, in the matter of planning and financing public airports in North Carolina. G.S. 113-28.6(8); S.L., 1967, c. 1006.

[109a] Succeeded John Terrell.

[109b] Succeeded William B. Dillard.

[109c] Succeeded Thorne Gregory.

[109d] Succeeded Fletcher H. Wall, Jr.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
NORTH CAROLINA RAILROAD[110]			
Directors			
John M. Alexander†	Raleigh	7-8-71	7-9-72
		7-13-72	7-12-73
Oran J. Cottle	Raleigh	7-8-71	7-9-72
Herbert Garrison	Pineville	7-8-71	7-9-72
		7-13-72	7-12-73
Kermit L. Young	Norwood	7-8-71	7-9-72
Z. V. McGirt	Hamlet	7-8-71	7-9-72
		7-13-72	7-12-73
Robert K. Dennis, Sr.	Rocky Mount	7-8-71	7-9-72
		7-13-72	7-12-73
W. S. Harris, Jr.	Burlington	7-8-71	7-9-72
		7-13-72	7-12-73
James L. Woodson	Salisbury	7-8-71	7-9-72
		7-13-72	7-12-73
Asa T. Spaulding, Jr.[110a]	Durham	7-13-72	7-12-73
J. Samuel Williams[110b]	Siler City	7-13-72	7-12-73
Proxy			
Edwin Gill	Raleigh	7-8-71	7-9-72
Officers			
John M. Alexander, *president*†	Raleigh	7-8-71	7-9-72
		7-13-72	7-12-73
Jack A. Moody, *secretary-treasurer*	Siler City	7-8-71	7-12-73
James C. Little, Jr., *attorney*	Raleigh	7-8-71	7-9-72
		7-13-72	7-12-73
Robert M. Swicegood, *expert*†	Asheville	7-8-71	7-9-72
		7-13-72	7-12-73

ATLANTIC AND NORTH CAROLINA RAILROAD[111]

Directors

George W. Ipock†	New Bern	8-8-69	8-8-70
		7-21-71	8-7-72
		7-31-72	8-9-73
V. O. Andrews	New Bern	8-8-69	8-8-70
		7-21-71	8-7-72
		7-31-72	8-9-73
Mrs. W. A. Shepherd, Jr.	Goldsboro	8-8-69	8-8-70
		7-21-71	8-7-72
		7-31-72	8-9-73
Raymond T. Edwards	Newport	8-8-69	8-8-70
		7-21-71	8-7-72
		7-31-72	8-9-73
J. P. Strother	Kinston	8-8-69	8-8-70
		7-21-71	8-7-72
		7-31-72	8-9-73
R. L. Grant	Jackson	8-8-69	8-8-70
		7-21-71	8-7-72
		7-31-72	8-9-72
Mrs. Frank L. Peacock, Jr.	Fremont	8-8-69	8-8-70
		7-21-71	8-7-72
		7-31-72	8-9-73
Raymond H. Hall	Morehead City	8-8-69	8-8-70
		7-21-71	8-7-72
		7-31-72	8-9-73

Proxy

Thad Eure	Raleigh	8-8-69	8-8-70

110 The North Carolina Railroad Directors were transferred to the Department of Transportation and Highway Safety July 14, 1971. S.L., 1971, c. 864, s. 13(10); G.S. 143A-105. The board of directors consists of twelve members, eight of whom are appointed by the governor. The governor appoints the proxy. See the by-laws of the North Carolina Railroad Company and charter and amendments thereto. G.S. 147-12(7); P.L., 1854-1855, c. 32; P.L., 1873-1874, cc. 33, 54, P.L., 1879, c. 138; P.L., 1891, c. 392; P.L., 1925, c. 157.

110a Succeeded Kermit L. Young.

110b Succeeded Oren J. Cottle.

111 The Atlantic and North Carolina Railroad Company was transferred to the Department of Transportation and Highway Safety July 14, 1971. S.L., 1971, c. 864, s. 13(11); G.S. 143A-106. The board of directors is composed of twelve members, eight of whom the governor appoints annually. The governor also nominates the officers and the inspector and appoints the finance committee and the proxy. G.S. 124-6; P.L. 1852, c. 136; P.L. 1858-1859, res. p. 99; P.L . 1891, c. 483; P.L., 1925, c. 157. The Southern Railway, Incorporated, has lease to properties now.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Officers			
D. Livingstone Stallings, *president*	New Bern	8-8-69	8-8-70
W. Olin Reed, *secretary-treasurer*†	Kinston	8-8-69	8-8-70
A. H. Jeffress, *attorney*		8-8-69	8-8-70
Albert R. Bell, *inspector*	New Bern	8-8-69	8-8-70
Tom Davis, *inspector*[111a]		8-8-69	8-8-70
Finance Committee			
Courtney Mitchell, Jr.	Kinston	8-8-69	8-8-70
Mollie V. Hart	Kinston	8-8-69	8-8-70
Executive Committee			
George W. Ipock†	New Bern	8-8-69	8-8-70
J. P. Strother	Kinston	8-8-69	8-8-70
NORTH CAROLINA STATE PORTS AUTHORITY[112]			
Woodrow Price, *chairman*[112a]	Raleigh	9-29-69	6-30-75
E. G. Anderson[112b]	Robersonville	9-29-69	6-30-73
S. W. Dunn, Jr.[112c]	Greenville	9-29-69	6-30-73
Rye B. Page[112d]	Wilmington	9-29-69	6-30-75
Henry C. Boshamer[112e]	Morehead City	9-29-69	6-30-75
Dan Richardson Thomason[112f]	Fayetteville	4-9-70	6-30-71
		3-14-72	6-30-77
William Dortch Langston, Sr.[112g]	Goldsboro	3-14-72	6-30-77
A. B. Bass[112h]	Tarboro	3-14-72	6-30-75
DEPARTMENT OF NATURAL AND ECONOMIC RESOURCES[113]			
Roy Gerodd Sowers, Jr., *secretary*[113a]	Raleigh	10-1-71	Pleasure of the governor
Charles W. Bradshaw, Jr., *secretary*	Raleigh	12-1-71	Pleasure of the governor
NORTH CAROLINA BOARD OF SCIENCE AND TECHNOLOGY[114]			
Paul M. Gross†	Durham	10-22-69	6-30-73
Marcus E. Hobbs†	Durham	10-22-69	6-30-73
William F. Little†	Chapel Hill	10-22-69	6-30-73

Arthur C. Menius, Jr.†	Raleigh	10-22-69	6-30-73
J. Charles Morrow†	Chapel Hill	10-22-69	6-30-73
Ralph V. Cummings[114a]	Raleigh	10-22-69	6-30-73
Robert W. Truitt†	Raleigh	10-22-69	6-30-73
Paul Stamm	Greensboro	6-11-70	6-30-71
Earl G. Droessler	Raleigh	11-11-71	6-30-73
George R. Herbert†	Research Triangle	10-31-72	6-30-75
David R. Jarema†	Research Triangle	10-31-72	6-30-75
Everett D. Palmatier[114b]	Chapel Hill	10-31-72	6-30-75
William S. Yeager†	Winston-Salem	10-31-72	6-30-75
Murray Senkus[114c]	Winston-Salem	10-31-72	6-30-75
Norwood Bryan, Jr.†	Fayetteville	10-31-72	6-30-75
W. Marcus Short†	Greensboro	10-31-72	6-30-75
Samuel H. Johnson[114d]	Raleigh	10-31-72	6-30-75

North Carolina Forestry Advisory Committee[115]

Tam S. Gambill, *chairman*	Sparta	4-23-70	Pleasure of the governor
Herman Hermelink	Charlotte	4-23-70	Pleasure of the governor

[111a] Succeeded Albert R. Bell, deceased.

[112] The Ports Authority was transferred to the Department of Transportation and Highway Safety July 14, 1971. S.L., 1971, c. 864, s. 13 (12); G.S. 143A-107. The authority consists of nine members appointed by the governor to serve six-year terms. The executive director is appointed by the authority with the approval of the governor. G.S. 143-216, 143-218(5).

[112a] Succeeded Frank Howard Ross, Jr.

[112b] Succeeded Kirkwood F. Adams.

[112c] Succeeded William James Pharr.

[112d] Succeeded Vonno Lamar Gudger, Jr.

[112e] Succeeded Edward Nelson Richards.

[112f] Succeeded Henry L. Weathers, Sr.

[112g] Succeeded William B. Glenn.

[112h] Succeeded George W. Purvis, resigned.

[113] See S.L., 1971, c. 864, s. 14 and G.S. 143A-109 through 143A-129 for provisions relating to the Department of Natural and Economic Resources.

[113a] Succeeded Roy Gerodd Sowers, Jr.

[114] The Board of Science and Technology was transferred to the Department of Natural and Economic Resources July 14, 1971. S.L., 1971, c. 864, s. 14(5); G.S. 143A-112. As set up by the 1963 General Assembly, the board consists of fifteen members and the governor, who serves as ex officio chairman. The appointive members shall be chosen as follows: two from the University of North Carolina at Chapel Hill; two from North Carolina State University at Raleigh; two from Duke University; one from the membership of the Governor's Scientific Advisory Committee; one from the membership of the State Advisory Committee on Atomic Energy; three members from the General Assembly; three members from industry within the state; and one appointed upon nomination by the executive committee of the board of the Research Triangle Institute. After initial staggered terms, appointments are for four years. The 1967 General Assembly changed the name from Board of Space and Technology to Board of Science and Technology. G.S. 143-379; S.L., 1963, c. 1006, s. 2; S.L., 1967, c. 69.

[114a] Succeeded Harold F. Robinson.

[114b] Succeeded George E. Nicholson.

[114c] Succeeded Paul Stamm.

[114d] Succeeded Bruce B. Allen.

[115] The committee was transferred to the Department of Natural and Economic Resources July 14, 1971. S.L., 1971, c. 864, s. 14(16); G.S. 143A-113. Eleven members serve at the pleasure of the governor. G.S. 113-44.1; S.L., 1969, c. 1055.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Amos Capps	Warrenton	4-23-70	Pleasure of the governor
Ross Smith	Robbinsville	4-23-70	Pleasure of the governor
Frank L. Todd	Hendersonville	4-23-70	Pleasure of the governor
Albert Canipe	Spruce Pine	4-23-70	Pleasure of the governor
A. J. Worley	Cerro Gordo	4-23-70	Pleasure of the governor
Sherrill R. High	Durham	4-23-70	Pleasure of the governor
Gordon C. Hunter	Roxboro	4-23-70	Pleasure of the governor
Julian C. Morris	Ahoskie	4-23-70	Pleasure of the governor
Forrest M. Edwards	Rutherfordton	4-23-70	Pleasure of the governor
COMMERCIAL AND SPORTS FISHERIES ADVISORY BOARD[116]			
Gus Speros, *chairman*[116a]	Maxton	10-1-69	Pleasure of the governor
Archie Burrus†	Manteo	10-1-69	Pleasure of the governor
A. F. Chestnut†	Morehead City	10-1-69	Pleasure of the governor
Jack Cahoon[116b]	Manteo	10-1-69	Pleasure of the governor
Monroe Gaskill[116c]	Cedar Island	10-1-69	Pleasure of the governor
William W. Hasslar†	Raleigh	10-1-69	Pleasure of the governor
J. L. Parker[116d]	Colerain	10-1-69	Pleasure of the governor
John Craig[116e]	Wilmington	10-1-69	Pleasure of the governor
Rondal K. Tillett†	Wanchese	10-1-69	Pleasure of the governor
Chris Barker, Jr.[116f]	New Bern	10-1-69	Pleasure of the governor
James T. Barnes[116g]	Southport	10-1-69	Pleasure of the governor
Richard S. James[116h]	Jacksonville	9-14-72	Pleasure of the governor
NORTH CAROLINA NATIONAL PARK, PARKWAY, AND FORESTS DEVELOPMENT COMMISSION[117]			
Frank H. Brown, Jr.†	Cullowhee	9-8-69	7-1-75
Cyrus Watson Brame, Jr.[117a]	North Wilkesboro	9-8-69	7-1-75
Kelly E. Bennett†	Bryson City	9-10-71	7-1-77
David Francis Felmet[117b]	Waynesville	9-10-71	7-1-77
Walter H. Lee[117c]	Asheville	9-10-71	7-1-77
DIRECTOR OF CONSERVATION AND DEVELOPMENT[118]			
Roy G. Sowers, Jr.	Sanford	1-9-69	Pleasure of the governor
W. Eugene Simmons[118a]	Tarboro	11-26-71	Pleasure of the governor
Arthur W. Cooper[118b]	Raleigh	7-1-72	Pleasure of the governor

BOARD OF CONSERVATION AND DEVELOPMENT[119]

Gilliam King Horton, *Chairman*†	Wilmington	1-13-69	6-30-69
		8-7-69	Pleasure of the governor
Mott Parks Blair	Siler City	3-10-69	6-30-69
Dan Elmond Stewart	Raleigh	3-10-69	6-30-69
James Bryant Childress	Sylva	8-7-69	Pleasure of the governor
John Ogilura Buchanan	Asheville	8-7-69	Pleasure of the governor
Joseph Palmer Riddle	Fayetteville	8-7-69	Pleasure of the governor
Carl Brown Renfro	Wilson	8-7-69	Pleasure of the governor
John F. Watlington, Jr.	Winston-Salem	8-7-69	Pleasure of the governor
E. Pat Hall	Charlotte	8-7-69	Pleasure of the governor
Jack Edward Bryant	Brevard	8-7-69	Pleasure of the governor
Harold Shelton Castleberry	Smithfield	8-7-69	Pleasure of the governor
Clifton D. Moss	Enfield	8-7-69	Pleasure of the governor
Leo Brody	Kinston	8-7-69	Pleasure of the governor
Albert C. Martin	Kinston	8-7-69	Pleasure of the governor

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116 The board was transferred to the Department of Natural and Economic Resources July 14, 1971. S.L., 1971, c. 864, s. 14(8); G.S. 143A-115. Eleven members serve at the pleasure of the governor: three sports fishermen; three commercial fishermen; two professional scientists with backgrounds relevant to conservation of marine and estuarine resources; and three who, at time of appointment, are members of the General Assembly. G.S. 113-242.

116a Succeeded Ashley B. Futrell.

116b Succeeded Chester Davis.

116c Succeeded Lewis J. Hardee.

116d Succeeded Adrian D. Hurst.

116e Succeeded William A. Shires.

116f Succeeded Nelson W. Taylor III.

116g Succeeded Elmer D. Willis.

116h Succeeded Archie Burrus, deceased.

117 The commission was transferred to the Department of Natural and Economic Resources July 14, 1971. S.L., 1971, c. 864, s. 14(9); G.S. 143A-116. The commission is composed of seven members appointed by the governor for terms of six years. In addition, there are two ex officio members, the chairman of the State Highway Commission and the director of the Department of Conservation and Development. One member must reside in each of the following counties: Buncombe, Haywood, Jackson, and Swain; three members must be residents of counties adjacent to or affected by the Blue Ridge Parkway, the Great Smoky Mountains National Park, or the Pisgah or Nantahala national forests. G.S. 143-255, 143-256.

117a Succeeded W. Ralph Winkler, Sr.

117b Succeeded J. Frank Hammett, Jr.

117c Succeeded Paul W. Warlick.

118 The Department of Conservation and Development was transferred to the Department of Natural and Economic Resources July 14, 1971. S.L. 1971, c. 864, s. 14(10); G.S. 143A-117. The director is appointed by the governor and serves at his pleasure. G.S. 113-9.

118a Succeeded by Roy Gerodd Sowers, Jr.

118b Succeeded W. Eugene Simmons.

119 The Board of Conservation and Development was transferred to the Department of Natural and Economic Resources July 14, 1971. S.L., 1971, c. 864, s. 14(10); G.S. 143A-117. The 1969 General Assembly amended the law and provided for twenty-seven members to be appointed by the governor and to serve at his pleasure. In selecting membership the governor is to give proportionate representation to each function and activity of the department. G.S. 113-5; S.L., 1965, c. 826, s. 2; S.L., 1969, c. 271, s. 1.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Thomas H. Hampton	Durham	8-7-69	Pleasure of the governor
Ernest E. Parker, Jr.	Southport	8-7-69	Pleasure of the governor
W. Trent Ragland, Jr.	Raleigh	8-7-69	Pleasure of the governor
Thomas Victor Aldridge	Raleigh	8-7-69	Pleasure of the governor
Charles W. Bradshaw	Raleigh	8-7-69	Pleasure of the governor
John Tyler Dees	Burgaw	8-7-69	Pleasure of the governor
Charles Clifford Cameron	Charlotte	8-7-69	Pleasure of the governor
Charles Palmer Brown	Albemarle	8-7-69	Pleasure of the governor
Haywood H. McKinney	Wadesboro	8-7-69	Pleasure of the governor
Fred L. Taylor	Troy	8-7-69	Pleasure of the governor
Thomas G. (Sonny) Joyner	Garysburg	8-7-69	Pleasure of the governor
Joseph Armstrong Gill	Elizabeth City	8-7-69	Pleasure of the governor
Felton J. Capel	Southern Pines	8-7-69	Pleasure of the governor
Clarence Edward Kemp	High Point	8-7-69	Pleasure of the governor
William Robert Peel[119a]	Williamston	1-21-72	Pleasure of the governor
John A. Forlines, Jr.[119b]	Granite Falls	1-21-72	Pleasure of the governor
Mrs. Allen M. (Grace V.) Furman[119c]	Raleigh	1-21-72	Pleasure of the governor
PETROLEUM DIVISION OF THE DEPARTMENT OF NATURAL AND ECONOMIC RESOURCES[120]			
James B. Childress	Sylva	11-22-71	
Albert C. Martin	Kinston	11-22-71	
Joseph A. Gill	Elizabeth City	11-22-71	
NORTH CAROLINA COMMISSION ON INTERNATIONAL COOPERATION[121]			
Kenner C. Frazer	Chapel Hill	3-21-72	7-1-74
Wint Capel	Thomasville	3-21-72	7-1-74
John R. Jordan, Jr.	Raleigh	3-21-72	7-1-73
John T. Caldwell	Raleigh	3-21-72	7-1-73
David M. McConnell	Charlotte	3-21-72	7-1-72
		8-8-72	7-1-75
W. Lyndo Tippett[121a]	Fayetteville	10-31-72	7-1-74
SOUTHEASTERN INTERSTATE FOREST FIRE PROTECTION COMPACT ADVISORY COMMITTEE[122]			
John N. Powell	Clyde	9-8-69	Pleasure of the governor
James Lattay	Bolton	9-8-69	Pleasure of the governor

North Carolina Wildlife Resources Commission[123]

O. L. Woodhouse†	Grandy	7-31-69	6-30-75
Dewey Jack Hooks[123a]	Whiteville	7-31-69	6-30-75
Lathan T. Moose[123b]	Winston-Salem	7-31-69	6-30-75
H. G. Phillips[123c]	Jacksonville	12-16-71	6-30-77
Norman Denning[123d]	Four Oaks	12-16-71	6-30-77
Jay Waggoner†	Graham	12-16-71	6-30-77
Ken Anderson[123e]	Newland	12-16-71	6-30-77
Roscoe D. Sandlin[123f]	Jacksonville	11-29-72	6-30-77

North Carolina Board of Water and Air Resources[124]

Hugh L. Merritt	Mount Airy	9-25-69	7-1-75
Lee Powers	Lake Lure	9-25-69	7-1-75
Harry Walter (Pete) Whitley	Raleigh	9-25-69	7-1-75
Joseph E. Thomas	Vanceboro	9-25-69	7-1-75
Rachel D. Davis[124a]	Kinston	1-28-72	7-1-77

119a Succeeded Clifton D. Moss, deceased.

119b Succeeded E. Pat Hall, resigned.

119c Succeeded Charles W. Bradshaw.

120 The division was established as a part of the Department of Conservation and Development, which department became part of the Department of Natural and Economic Resources. The Petroleum Division per se was not mentioned in the reorganization bill. Three members of the Board of Conservation and Development are to be designated by the governor to serve biennially. Ex officio members are the state geologist and the director of conservation and development. G.S. 113-383; 1945, c. 702, s. 3.

121 The commission, established in 1971, functions as part of the Department of Conservation and Development, which was transferred to the Department of Natural and Economic Resources. The commission is composed of eleven members; five members to be appointed by the governor, three by the president of the Senate, and three by the speaker of the House. After initial staggered appointments, terms are for three years. The commission will report to the governor and the General Assembly on its activities. S.L. 1971, c. 532. G.S. 113-28.13, 113-28.14.

121a Succeeded Wint Capel, resigned.

122 Though not specifically mentioned in the reorganization bill, the compact functions as part of the Department of Conservation and Development, which was transferred to the Department of Natural and Economic Resources. The governor chooses one member from the House of Representatives and one member from the Senate, and an alternate member from each body. G.S. 113-60.14; S.L., 1955, c. 803, s. 4.

123 The commission was transferred to the Department of Natural and Economic Resources July 14, 1971. S.L., 1971, c. 864, s. 14(11); G.S. 143A-118. Nine members, who must be informed on wildlife conservation and restoration problems, are appointed by the governor from geographical districts as designated in the General Statutes. They serve six years. G.S. 143-240, 143-241; S.L., 1965, c. 859, s. 2.

123a Succeeded James A. Bridger.

123b Succeeded Hugh G. Chatham III.

123c Succeeded Joe M. Anderson, Jr.

123d Succeeded Judson Holt Evans.

123e Succeeded James A. Connelly.

123f Succeeded H. G. Phillips, resigned.

124 The board was transferred to the Department of Natural and Economic Resources July 14, 1971. S.L., 1971, c. 864, s. 14 (13); G.S. 143A-120. As established by the 1967 General Assembly, the board was a consolidation of the State Stream Sanitation Committee and the Board of Water Resources. It is also charged with responsibility of establishing a statewide program of air pollution control. The thirteen members serve six-year terms. G.S. 143-214; S.L., 1967, c. 892, s. 1.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Owen R. Braughler[124a]	Greensboro	1-28-72	7-1-77
James C. Wallace[124a]	Chapel Hill	1-28-72	7-1-77
D. J. Walker, Jr.[124a]	Graham	1-28-72	7-1-77
Paul Dickson[124a]	Raeford	1-28-72	7-1-77
WATER CONTROL ADVISORY COUNCIL[125]			
Aubrey Harrell[125a]	Robersonville	5-7-70	Pleasure of the governor
John L. Brown, Jr.†	Kannapolis	5-7-70	Pleasure of the governor
Robert F. Coleman, Jr.†	Wilmington	5-7-70	Pleasure of the governor
Ralph E. Fadum†	Raleigh	5-7-70	Pleasure of the governor
Gerald H. Elkan[125b]	Raleigh	5-7-70	Pleasure of the governor
William M. Haislip	Gastonia	5-7-70	Pleasure of the governor
Claud Hepler[125c]	Wallace	5-7-70	Pleasure of the governor
Hal Stuart[125d]	Elkin	5-7-70	Pleasure of the governor
Carl Hall, Jr.[125e]	Mount Ulla	5-7-70	Pleasure of the governor
AIR CONTROL ADVISORY COUNCIL[126]			
James Blackwell†	Yanceyville	4-30-70	Pleasure of the governor
David A. Frazier†	Chapel Hill	4-30-70	Pleasure of the governor
Rex Honeycutt†	Wilson	4-30-70	Pleasure of the governor
Samuel Grady Jones, Jr.†	Asheville	4-30-70	Pleasure of the governor
William M. Nicholson†	Durham	4-30-70	Pleasure of the governor
Glenn Ray Nogle†	Raleigh	4-30-70	Pleasure of the governor
Kester A. Sink†	Mount Airy	4-30-70	Pleasure of the governor
Harry Vanderlinden†	Hickory	4-30-70	Pleasure of the governor
John V. Schweppe[126a]	Shelby	4-30-70	Pleasure of the governor
JOHN H. KERR RESERVOIR DEVELOPMENT COMMISSION[127]			
J. C. Cooper, Sr.†	Henderson	3-26-70	7-26-75
Tom Harrington, Sr.†	Henderson	3-26-70	7-26-75
N. Warren Weldon†	Stovall	3-26-70	7-26-75
Robert E. Hale[127a]	Henderson	7-19-72	7-26-77
Thomas B. Rose, Jr.[127b]	Henderson	7-19-72	7-26-73
Brent Meadows[127c]	Oxford	11-16-72	7-26-75
R. L. Noblin[127d]	Oxford	11-16-72	7-26-73

North Carolina Water Safety Committee[128]

James E. Mason	North Wilkesboro	6-23-70	7-1-71
		5-24-72	7-1-74
James W. Warren	Lincolnton	6-23-70	7-1-71
		5-24-72	7-1-74
Charles W. McCrary, Jr.	Asheboro	6-23-70	7-1-71
		5-24-72	7-1-74
Vernon Tarleton	Forest City	6-23-70	7-1-71
		5-24-72	7-1-74
George Goodwyn	Tarboro	6-23-70	7-1-71
		5-24-72	7-1-74
Howard A. Shaw	Goldsboro	6-23-70	7-1-71
		5-24-72	7-1-74
Everette C. Carnes	Marion	6-23-70	7-1-71
		5-24-72	7-1-74
John J. Russell	Mount Gilead	6-23-70	7-1-71
		5-24-72	7-1-74
Harry V. Anderson, Jr.	Lexington	6-23-70	7-1-71
		5-24-72	7-1-74

[124a] The five persons appointed 1-28-72 succeeded Glenn M. Tucker, W. Grady Stevens, Wayne Mabry, J. Nelson Gibson, Jr., and Paul Dexter Davis. There was no designation as to which person succeeded which of these whose terms expired.

[125] The council was transferred to the Department of Natural and Economic Resources July 14, 1971. S.L., 1971, c. 864, s. 14(14); G.S. 143A-121. G.S. 143-214 (j) authorized the establishment of a Water Control Advisory Council and an Air Control Advisory Council. The advisory councils, each made up of nine members appointed by the governor, assist the Board of Water and Air Resources. S.L. 1967, c. 892, s. 1.

[125a] Succeeded Mrs. Karl Bishopric.

[125b] Succeeded Frederic F. Fish.

[125c] Succeeded Robert L. Martin.

[125d] Succeeded Edwin W. Monroe.

[125e] Succeeded M. D. Whisnant.

[126] The council was transferred to the Department of Natural and Economic Resources July 14, 1971. S.L., 1971, c. 864, s. 14(14); G.S. 143A-121. Nine members are appointed by the governor to serve at his pleasure. S.L., 1967, c. 892; G.S. 143-214(j).

[126a] Succeeded Austin C. Thies.

[127] The commission was transferred to the Department of Natural and Economic Resources July 14, 1971. S.L., 1971, c. 864, s. 14(15); G.S. 143A-122. The 1961 General Assembly increased the total membership on this board from ten to twelve to be appointed by the governor. One person representing the Board of Conservation and Development, one from the North Carolina Recreation Commission, and one from the Wildlife Resources Commission serve as ex officio members also appointed by the governor and serve only during their terms of office in the respective commissions. The remaining nine who serve for six years include two residents of Granville County, two of Vance County, two of Warren County, and three at large. G.S. 143-284; S.L., 1947, c. 226; S.L., 1961, c. 650.

[127a] Succeeded A. Leonidas Hux.

[127b] Succeeded John T. Church.

[127c] Succeeded N. Warren Weldon, deceased.

[127d] Succeeded William B. Tarry.

[128] The committee was transferred to the Department of Natural and Economic Resources July 14, 1971. S.L., 1971, c. 864, s. 14(18); G.S. 143A-125. Membership on the committee is not less than twenty-five and not more than fifty to be appointed by the governor. After initial staggered terms, appointments are for three years. G.S. 75A-20, 75A-21.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Frank Cahoon	Manteo	6-23-70	7-1-71
		5-24-72	7-1-74
Garland Franklin Fulcher	Oriental	6-23-70	7-1-71
		5-24-72	7-1-74
Vincent A. Rigio	Charlotte	6-23-70	7-1-72
		5-24-72	7-1-75
Thomas Paxton Phillips	Charlotte	6-23-70	7-1-72
		5-24-72	7-1-75
Maynard W. Callis	Cofield	6-23-70	7-1-72
		5-24-72	7-1-75
Joseph C. Fox	Portsmouth, Va.	6-23-70	7-1-72
		5-24-72	7-1-75
Raymond F. Hughes	Hampstead	6-23-70	7-1-72
		5-24-72	7-1-75
W. J. Gibson	Wallace	6-23-70	7-1-72
		5-24-72	7-1-75
Merritt H. Head, Jr.	Durham	6-23-70	7-1-72
		5-24-72	7-1-75
Earl R. Holder	Newton	6-23-70	7-1-72
		5-24-72	7-1-75
Alan D. Resch	Siler City	6-23-70	7-1-72
		5-24-72	7-1-75
James A. Brady, Jr.	Statesville	6-23-70	7-1-72
		5-24-72	7-1-75
Robert Franklin Stansbury	Littleton	6-23-70	7-1-72
		5-24-72	7-1-75
R. P. Jones	Henderson	6-23-70	7-1-72
		5-24-72	7-1-75
John Macy Faulkner, Sr.	Oxford	6-23-70	7-1-72
		5-24-72	7-1-75
Walter Linwood Bradsher	Roxboro	6-23-70	7-1-72
		5-24-72	7-1-75
William Lyman Mayo, Sr.	Plymouth	6-23-70	7-1-72
		5-24-72	7-1-75
William C. Stanback	Salisbury	6-23-70	7-1-72
		5-24-72	7-1-75

Kenneth R. Bryant	Colerain	6-23-70	7-1-73
Clarence Latimer McCoy, Jr.	Laurinburg	6-23-70	7-1-73
Elroy Maxton Leonard	Shallotte	6-23-70	7-1-73
John Henry Moss	Kings Mountain	6-23-70	7-1-73
Eugene B. Pond	Beaufort	6-23-70	7-1-73
Ronald L. Smith	Salter Path	6-23-70	7-1-73
Roger Elwood Britt	Elizabethtown	6-23-70	7-1-73
James L. Lee, Sr.	Elm City	6-23-70	7-1-73
Isaac Palmer Sugg, Jr.	Kinston	6-23-70	7-1-73
Rupert Franklin McKinney	King	6-23-70	7-1-73
H. Reid Mitchell, Jr.	Washington	6-23-70	7-1-73
Reading Howard Allen, Jr.	Belhaven	6-23-70	7-1-73
Arnold B. Parris	Snow Hill	6-23-70	7-1-73
Lonnie Thomas Everette, Jr.	Sneads Ferry	6-23-70	7-1-73
Barry S. Thomas	Jacksonville	6-23-70	7-1-73
Walter Harold Harlow	Hobbsville	6-23-70	7-1-73

Atlantic States Marine Fisheries Commission[129]

Walton Sidney Griggs†	Point Harbor	10-6-69	6-30-72
Harvey W. Smith[129a]	Beaufort	10-27-72	6-30-75

Interstate Mining Council[130]

Ralph J. McCracken†	Raleigh	3-10-70	6-30-71
		2-28-72	6-30-73
Fernie C. Laughinghouse [130a]	Pantego	3-10-70	6-30-71
		2-28-72	6-30-73
Ben Louis Robinson†	Spruce Pine	2-28-72	6-30-75
Russell Patten Geer[130b]	Sanford	2-28-72	6-30-75

[129] The commission was transferred to the Department of Natural and Economic Resources July 14, 1971. S.L., 1971, c. 864, s. 14(19); G.S. 143A-126. From each state which is represented on this commission, three members are appointed for three years. Of the members from North Carolina, two serve ex officio: one designated by the Board of Conservation and Development and one a member of the legislature designated by the State Commission on Interstate Cooperation. The third member is appointed by the governor. G.S. 113-252; S.L., 1949, c. 1086, s. 3; S.L., 1965, c. 957, s. 18.

[129a] Succeeded Walton Sidney Griggs.

[130] The Interstate Mining Compact and laws relating thereto were transferred to the Department of Natural and Economic Resources July 14, 1971. S.L., 1971, c. 864, s. 14(20); G.S. 143A-127. The council of thirteen members was established by the 1967 General Assembly. Ex officio members include the chairman of the Laboratory Advisory Committee of the North Carolina State University Minerals Research Laboratory, the chairman of the Natural Resources Committee of the Board of Conservation and Development, and the state geologist. Other members are to represent the mining industry, nongovernmental conservation interests, and the Board of Water and Air Resources. The governor appoints eight members; the lieutenant governor, one; and the speaker, one. G.S. 74-38.

[130a] Succeeded Frank C. Kugler, deceased.

[130b] Succeeded Arthur W. Cooper.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
DEPARTMENT OF LOCAL AFFAIRS[131]			
G. Irvin Aldridge, *director*	Yanceyville	7-7-69	Pleasure of the governor
ADVISORY COUNCIL ON LOCAL AFFAIRS[132]			
Mrs. William C. Pressly	Raleigh	10-22-69	Pleasure of the governor
John T. Morrisey, Sr.	Raleigh	10-22-69	Pleasure of the governor
John T. Dees	Burgaw	10-22-69	Pleasure of the governor
Clarence E. Lightner	Raleigh	10-22-69	Pleasure of the governor
Ozell K. Beatty	Salisbury	10-22-69	Pleasure of the governor
James C. (Pete) Dail	Edenton	10-22-69	Pleasure of the governor
E. S. (Jim) Melvin	Greensboro	10-22-69	Pleasure of the governor
Robert B. Spivey	Windsor	10-22-69	Pleasure of the governor
Turner A. Cathey	Canton	10-22-69	Pleasure of the governor
Henry M. Milgrom	Battleboro	10-22-69	Pleasure of the governor
S. Leigh Wilson	Raleigh	10-22-69	Pleasure of the governor
Russell S. Newman	Reidsville	10-22-69	Pleasure of the governor
Liston B. Ramsey	Marshall	10-22-69	Pleasure of the governor
Gordon Allen	Roxboro	10-22-69	Pleasure of the governor
W. D. Brooks, Jr.	Whiteville	10-22-69	Pleasure of the governor
J. Howard Bunn	Charlotte	10-22-69	Pleasure of the governor
D. Glenn Hodges	Boone	10-22-69	Pleasure of the governor
Betty June Hayes	Hillsborough	10-22-69	Pleasure of the governor
Fred E. Harris[132a]	Bailey	11-9-72	Pleasure of the governor
John H. Thrower[132b]	Charlotte	12-11-70	Pleasure of the governor
Harold D. Long[132c]	Waynesville	12-11-70	Pleasure of the governor
DEPARTMENT OF LOCAL AFFAIRS COMMITTEE ON RECREATION[133]			
Mrs. Harriett Pressly[133a]	Raleigh	10-27-69	7-1-71
		9-30-71	7-1-77
Charles Spence Hubbard, *chairman*[133a]	Wilson	10-27-69	7-1-71
		9-30-71	7-1-77
Jack L. Pointer	Semora	10-27-69	7-1-71
		9-30-71	7-1-77

Quentin Bell	Manteo	10-27-69	7-1-73
Leonard H. Robinson[133a]	Durham	10-27-69	7-1-73
Mrs. Laurabeth Grant Cayton	Wilmington	10-27-69	7-1-73
R. J. Harris	Pilot Mountain	10-27-69	7-1-75
Oscar L. Tyson, Jr.	Spring Hope	10-27-69	7-1-75
Charles Z. Flack, Jr.	Forest City	10-27-69	7-1-75

Department of Local Affairs
Committee on Community Planning[134]

James R. Fox	Burnsville	10-27-69	7-1-70
		9-16-70	7-1-71
		11-15-72	7-1-73
L. H. Hance	Eden	10-27-69	7-1-70
		9-16-70	7-1-71
		11-15-72	7-1-73
Robert G. Rierson	King	10-27-69	7-1-70
		9-16-70	7-1-71
		11-15-72	7-1-73
T. W. Heath, Jr.	Kinston	10-27-69	7-1-70
		9-16-70	7-1-71

[131] The Department of Local Affairs was transferred to the Department of Natural and Economic Resources July 14, 1971. S.L., 1971, c. 864, s. 14(21a); G.S. 143A-128. The director is appointed by the governor to serve at his pleasure. G.S. 143-321; S.L., 1969, c. 1145.

[132] Committees of the Department of Local Affairs were transferred to the Department of Natural and Economic Resources July 14, 1971. S.L., 1971, c. 864, s. 14(21b); G.S. 143A-128, 129. The council shall consist of eighteen persons appointed by the governor to serve at his pleasure; at time of appointment, three shall be a mayor or a member of a municipal governing body; at least three shall be serving as a member of a board of county commissioners; one shall be recommended by the League of Municipalities; one shall be recommended by the North Carolina Association of County Commissioners. One member of the Recreation Commission, one of the Governor's Committee on Law and Order, and one from the Board of Conservation and Development shall serve ex officio. The governor serves as an ex officio member. G.S. 143-321(c) (2); S.L., 1969, c. 1145.

[132a] Succeeded Henry M. Milgrom.

[132b] Succeeded Turner A. Cathey, deceased.

[132c] Succeeded J. Howard Bunn.

[133] Committees of the Department of Local Affairs were transferred to the Department of Natural and Economic Resources July 14, 1971. S.L., 1971, c. 864 s. 14(21b); G.S. 143A-128, 129. There are nine members of this committee who are appointed by the governor. After staggered appointments, appointees shall serve for six years. In addition to appointive members, the president of the North Carolina Recreation and Parks Society shall be an ex officio member. G.S. 143-321(d) (1); S.L., 1969, c. 1145.

[133a] These members were from the board of the North Carolina Recreation Commission which was dissolved and made part of the Department of Local Affairs.

[134] Committees of the Department of Local Affairs were transferred to the Department of Natural and Economic Resources July 14, 1971. S.L., 1971, s. 14(21b); G.S. 143-128, 129. The committee consists of nine members appointed by the governor for a term of one year. These shall be, at the time of their appointments, members of municipal, county, or joint planning boards. The president of the North Carolina chapter of the American Institute of Planners serves ex officio. G.S. 143-321(d) (3); S.L., 1969, c. 1145.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Joe M. Parker	Ahoskie	10-27-69	7-1-70
		9-16-70	7-1-71
		11-15-72	7-1-73
Benjamin B. Taylor	Raleigh	10-27-69	7-1-70
		9-16-70	7-1-71
		11-15-72	7-1-73
Don Setliff	Jamestown	10-27-69	7-1-70
		9-16-70	7-1-71
		11-15-72	7-1-73
Jerome (J. Lynwood) Gresham	Concord	10-27-69	7-1-70
		9-16-70	7-1-71
		11-15-72	7-1-73
David Sartin	Providence	10-27-69	7-1-70
		9-16-70	7-1-71
		11-15-72	7-1-73
Mrs. Tommy Lee Barnes[134a]	Snow Hill	11-15-72	7-1-73
	GOVERNOR'S COMMITTEE ON LAW AND ORDER[135]		
Carl H. Axsom	Wentworth	3-26-69	3-26-70
		7-7-70	6-30-71
		3-15-72	6-30-73
Philip L. Paul	Washington	3-26-69	3-26-70
		7-7-70	6-30-71
		3-15-72	6-30-73
Emerson Hall	Fayetteville	3-26-69	3-26-70
Mary Gaither Whitener	Hickory	3-26-69	3-26-70
		7-7-70	6-30-71
		3-15-72	6-30-73
Frank M. Armstrong	Troy	3-26-69	3-26-70
		7-7-70	6-30-71
		3-15-72	6-30-73
Thomas D. Cooper, Jr.	Burlington	3-26-69	3-26-70
		7-7-70	6-30-71
Blaine M. Madison	Raleigh	3-26-69	3-26-70
Allen Bailey	Charlotte	3-26-69	3-26-70
		7-7-70	6-30-71
		3-15-72	6-30-73

John T. Morrisey	Raleigh	3-26-69	3-26-70
		7-7-70	6-30-71
		3-15-72	6-30-73
John M. Gold	Winston-Salem	3-26-69	3-26-70
		7-7-70	6-30-71
Fred D. Alexander	Charlotte	3-26-69	3-26-70
		7-7-70	6-30-71
		3-15-72	6-30-73
M. Hugh Thompson	Durham	3-26-69	3-26-70
		7-7-70	6-30-71
		3-15-72	6-30-73
Clarence Owens	Elizabeth City	7-7-70	6-30-71
		3-15-72	6-30-73
William G. Ransdell, Jr.[135a]	Raleigh	7-7-70	6-30-71
		3-15-72	6-30-73
Mrs. Helen H. Little[135b]	Yanceyville	7-7-70	6-30-71
		3-15-72	6-30-73
George Richard Morrow	Forest City	7-7-70	6-30-71
James Van Camp[135c]	Carthage	12-10-70	6-30-71
		3-15-72	6-30-73
J. Phil Carlton[135d]	Pinetops	1-29-71	6-30-71
Harold D. Long[135e]	Waynesville	11-20-72	6-30-73

DEPARTMENT OF HUMAN RESOURCES[136]

Lenox D. Baker, *secretary*	Durham	1-1-72

[134a] Succeeded T. W. Heath, Jr.

[135] The committee was transferred to the Department of Natural and Economic Resources on July 14, 1971. S.L., 1971, c. 864, s. 14(21b); G.S. 143A-128, 129. The committee is composed of fourteen members appointed by the governor for one-year terms, plus twelve ex officio members. Appointive members are one sheriff, two police executives, one superior court judge, one district court judge, one solicitor of superior court, two citizens with knowledge of juvenile delinquency, three officials representing local government, one attorney specializing in defense of criminal cases, and two citizens who are not public officers. G.S. 143-321 (d) (2); S.L., 1969, c. 1145.

[135a] Succeeded Blaine M. Madison.

[135b] Succeeded Emerson Hall.

[135c] Succeeded George Richard Morrow, resigned.

[135d] Succeeded Thomas D. Cooper, Jr., resigned.

[135e] Succeeded John M. Gold, deceased.

[136] See S.L., 1971, c. 864, s. 15 and G.S. 143A-130 through 143A-162 for provisions relating to the Department of Human Resources.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
STATE BOARD OF HEALTH[137]			
Lenox D. Baker†	Durham	10-6-69	5-1-73
Charles Barker[137a]	New Bern	10-6-69	5-1-73
J. M. Lackey†	Hiddenite	10-6-69	5-1-73
Benjamin W. Dawsey†	Gastonia	8-25-69	5-1-71
Ernest A. Randleman, Jr.†	Mount Airy	1-28-72	5-1-75
Donald W. Lackey[137b]	Lenoir	1-28-72	5-1-75
Robert B. Nichols, Jr.[137c]	Hillsborough	1-28-72	5-1-73
Ralph W. Coonard[137d]	Durham	1-28-72	5-1-73
STATE BOARD OF SOCIAL SERVICES[138]			
John R. Jordan, *chairman*[138a]	Raleigh	9-9-69	4-1-71
Sarah Austin[138b]	Winston-Salem	4-15-71	4-1-77
Troy Hue Thompson[138c]	Burlington	9-9-69	4-1-75
Mrs. Neil Goodnight[138d]	Charlotte	9-9-69	4-1-75
Edgar T. Beddingfield, Jr.[138e]	Wilson	9-9-69	4-1-73
		1-24-72	4-1-77
ADVISORY COMMITTEE FOR MEDICAL ASSISTANCE[139]			
Travis H. Tomlinson, *chairman*	Raleigh	11-13-69	7-1-72
		8-28-72	7-1-75
Mrs. William O. Bradford, *vice-chairman*	Huntersville	11-13-69	7-1-72
		8-23-72	7-1-75
Mrs. R. Walker Martin	Raleigh	11-13-69	7-1-72
James A. Glover	Nashville	11-13-69	7-1-72
Mrs. Annie P. Whitehead	Kinston	11-13-69	7-1-72
		8-23-72	7-1-75
Mrs. Edna Futrell	Woodland	11-13-69	7-1-72
		8-23-72	7-1-75
Mrs. Owen W. Doyle	Greensboro	11-13-69	7-1-72
		8-23-72	7-1-75
Mrs. L. T. Gibbs	Rutherfordton	11-13-69	7-1-72
		8-23-72	7-1-75
Mrs. Jessie Ruth Seagroves	Siler City	11-13-69	7-1-72
		2-3-72	7-1-74

Charles H. Frenzel	Durham	11-13-69	7-1-71
Edgar T. Beddingfield, Jr.	Wilson	11-13-69	7-1-71
		12-3-71	7-1-74
R. E. Dawson	Durham	11-13-69	7-1-71
		3-13-72	7-1-74
Victor Gray Herring	Tarboro	11-13-69	7-1-71
		3-13-72	7-1-74
Donald J. Cameron	Wilmington	11-13-69	7-1-71
		3-13-72	7-1-74
Guy T. Funk	Winston-Salem	11-13-69	7-1-71
		3-13-72	7-1-74
Earl H. Tate	Lenoir	11-13-69	7-1-70
		7-30-70	7-1-73
Rufus S. Hairston	Winston-Salem	11-13-69	7-1-70
C. W. Horton	High Point	11-13-69	7-1-70
		7-30-70	7-1-73
William H. Hoffler, Jr.	Winston-Salem	11-13-69	7-1-70
		7-30-70	7-1-73
Robert L. Jones	Reidsville	11-13-69	7-1-70
		7-30-70	7-1-73
John D. Costabile	Wilson	11-13-69	7-1-70
		7-30-70	7-1-73

[137] The board was transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 864, s. 15(4); G.S. 143A-132. The board is composed of nine members serving terms of four years each, five of whom are appointed by the governor and four of whom are elected by the North Carolina Medical Society. One of the members appointed by the governor shall be a licensed pharmacist, one a reputable dairyman, one a licensed dentist, and one a licensed veterinarian. G.S. 130-4, 130-5; S.L., 1957, c. 1357, s. 1.

[137a] Succeeded A. P. Cline, Sr.

[137b] Succeeded Benjamin W. Dawsey.

[137c] Succeeded J. M. Lackey.

[137d] Succeeded Lenox D. Baker.

[138] The board was transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 864, s. 15(8); G.S. 143A-136. The board consists of seven members appointed by the governor for six-year terms. The commissioner is appointed by the board subject to approval of the governor. The 1969 General Assembly authorized the name change from State Board of Public Welfare. G.S. 108-1, 108-2; S.L., 1945, c. 43; S.L., 1969, c. 546.

[138a] Succeeded Robert C. Howison, Jr., resigned.

[138b] Succeeded Robert O. Ballance.

[138c] Succeeced Mrs. Neil Goodnight.

[138d] Succeeded George Kenneth Butterfield, resigned.

[138e] Succeeded Mrs. Thomas E. Medlin.

[139] The committee was transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 864, s. 15(9); G.S. 143A-137. The 1969 General Assembly amended G.S. 108 to establish an advisory committee to be appointed by the governor. Members shall be directors of the State Commission for the Blind, State Board of Health, Department of Public Instruction, Department of Administration, Department of Mental Health; one member from each health service provider association; five citizens at large, knowledgeable about health problems; three additional members appointed by the governor if deemed necessary. After staggered terms, appointments are for three years. G.S 108-61.1; S.L., 1969, c. 1040.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Herbert L. Ridgeway	Raleigh	11-13-69	7-1-70
		7-30-70	7-1-73
J. B. Morris	Durham	1-20-70	7-1-73
		8-23-72	7-1-75
John Moulton[139a]	Fayetteville	2-3-72	7-1-74
John T. McDowell[139b]	Winston-Salem	8-23-72	7-1-75
Mrs. Isobel Craven Martin	Lexington	8-23-72	7-1-75
Richard C. Baker[139c]	Rockingham	8-23-72	7-1-74
York D. Garrett[139d]	Durham	6-22-72	7-1-73
MEDICAL ADVISORY COUNCIL TO THE STATE BOARD OF MENTAL HEALTH[141]			
Douglas Glasgow	Charlotte	5-1-70	6-30-71
		6-15-72	6-30-74
Robert S. Jones[141a]	Shelby	5-1-70	6-30-70
		10-1-70	6-30-73
F. Lee Nance, Jr.	Kannapolis	5-1-70	6-30-72
Robert Hadley Greene†	Charlotte	5-1-70	6-30-72
John McCain†	Wilson	5-1-70	6-30-72
John Cochrane Reece†	Morganton	5-1-70	6-30-72
		10-25-72	6-30-75
Leon Whitfield Robertson†	Rocky Mount	5-1-70	6-30-72
		10-25-72	6-30-75
Cornell G. Garrenton†	Bethel	10-1-70	6-30-73
Arthur J. Prange, Jr.[141b]	Chapel Hill	10-1-70	6-30-73
William Thomas Raby[141c]	Charlotte	10-1-70	6-30-73
William M. McKinney[141d]	Winston-Salem	10-1-70	6-30-73
John M. Rhoads[141e]	Durham	6-15-72	6-30-74
Joseph D. Mayo, Jr.†	Henderson	6-15-72	6-30-74
Robert Joseph Senior[141f]	Chapel Hill	6-15-72	6-30-74
Albert H. Zealy, Jr.†	Goldsboro	6-15-72	6-30-74
Philip G. Nelson[141g]	Greenville	10-25-72	6-30-75
Salter Cochran[141h]	Weldon	10-25-72	6-30-75
STATE MENTAL HEALTH COUNCIL[142]			
Ludwig G. Scott	Burlington	11-13-72	Pleasure of the governor

Advisory Council to the North Carolina Medical Care Commission[143]

Wiley Thurber Armstrong†	Rocky Mount	12-14-70	7-1-73
Mrs. Lawrence Pollock[143a]	Trenton	12-14-70	7-1-73
Mrs. Rudolph F. Allen[143b]	Clayton	12-14-70	7-1-73
Mrs. Jennings M. Davenport[143c]	Creswell	12-14-70	7-1-73
B. M. Wright[143d]	Germanton	12-14-70	7-1-73
Jo Ann Kale	Catawba	9-23-71	7-1-75
John M. Gillette	Stella	9-23-71	7-1-75

State Commission for the Blind[144]

Linton Suttle	Shelby	8-13-69	7-2-70
Herbert Clarence Bradshaw†	Durham	8-13-69	7-2-70
Harry Holler Summerlin	Laurinburg	8-13-69	7-2-70
Herbert Lee Hyde, *chairman*	Asheville	8-13-69	7-2-72
Shirley L. Harris	Thomasville	8-13-69	7-2-72
		8-25-72	7-2-77

[139a] Succeeded Charles H. Frenzel.
[139b] Succeeded James A. Glover.
[139c] Succeeded Guy T. Funk, resigned.
[139d] Succeeded Rufus S. Hairston, deceased.

[141] The council was transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 864, s. 15(12); G.S. 143A-140. The council is successor to the N.C. Hospitals Board of Control Advisory Committee; some reappointments were from that board. As authorized by the 1963 General Assembly, the council is composed of fifteen members appointed by the governor. Following initial staggered terms, appointments are made for three years. G.S. 35-70; S.L., 1963, c. 668, s. 1.
[141a] Succeeded Manson Meads.
[141b] Succeeded William K. Craig.
[141c] Succeeded John S. Rhodes.
[141d] Succeeded Frank N. Sullivan.
[141e] Succeeded W. G. Anylan.
[141f] Succeeded Thomas Dick Slagle.
[141g] Succeeded F. Lee Nance, Jr.
[141h] Succeeded Robert Hadley Greene.

[142] The council was transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 15(13); G.S. 143A-141. The council is made up of a long list of ex officio members and representatives of named organizations. The governor names one member, and the council is empowered to invite additional organizations to name representatives to the council. Its function is to study ways of promoting mental health and consider need for new legislation. G.S. 122-105; S.L., 1971, c. 596.

[143] The council was transferred to the Department of Human Resources July 14, 1971. S.L., 1971, s. 15(14); G.S. 143A-142. The council consists of seven members appointed by the governor for four-year terms. G.S. 131-120; S.L., 1971, c. 134.
[143a] Succeeded Charles A. Cannon.
[143b] Succeeded W. Ralph Deaton, Jr.
[143c] Succeeded Mrs. Carrie Phelps.
[143d] Succeeded James P. Richardson.

[144] The commission was transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 864, s. 15(16); G.S. 143A-144. The commission consists of nine members to be appointed by the governor. After initial staggered terms, their successors shall be appointed for terms of five years. Vacancies are to be filled by the governor. The governor shall designate a chairman from among the membership of the committee. G.S. 111-1; S.L., 1969, c. 1255.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Wiley Furman Bowen	Dunn	8-13-69	7-2-72
Mrs. John Bass Brown, Jr.	Charlotte	8-13-69	7-2-74
Romeo Henry Lewis	Clinton	8-13-69	7-2-74
John Pryor Ballard	Hillsborough	8-13-69	7-2-74
Mordecai Katzin[144a]	Jacksonville	9-28-70	7-2-75
Robert Sosnik[144b]	Winston-Salem	9-28-70	7-2-75
Lawrence B. Holt[144c]	Winston-Salem	9-28-70	7-2-75
Joseph A. C. Wadsworth[144d]	Durham	2-10-72	7-2-72
		8-25-72	7-2-77
Coleman C. Cates, Jr.[144e]	Burlington	8-25-72	7-2-77

STATE COMMISSION FOR THE BLIND ADVISORY COMMITTEE[145]

Richard Napier	Wrightsville Beach	8-13-69	7-2-70
		2-8-71	7-2-73
Joseph Samuel Himes	Greensboro	8-13-69	7-2-70
Madeline Bedsaul Brooks	Winston-Salem	8-13-69	7-2-71
Howard Elves Moody	Durham	8-13-69	7-2-71
Coleman C. Cates, Jr.	Burlington	8-13-69	7-2-72
Henry Belk	Goldsboro	8-13-69	7-2-72
Mrs. Laura S. Miller[145a]	Washington	2-8-71	7-2-73
Daniel L. Taylor[145b]	Winston-Salem	3-3-72	7-2-74
Marcus V. Ingram[145c]	Durham	3-3-72	7-2-74
Marvin Jackson Gatlin[145d]	Ramseur	11-1-72	7-2-75
J. Marshall Parham[145e]	Winston-Salem	11-1-72	7-2-75

STATE COMMISSION FOR THE BLIND PROFESSIONAL ADVISORY COMMITTEE[146]

Mordecai Katzin	Jacksonville	8-13-69	7-2-70
Daniel Smith Currie, Jr.	Fayetteville	8-13-69	7-2-70
		11-23-70	7-2-73
John Duncan Robinson	Wallace	8-13-69	7-2-71
		3-3-72	7-2-74
Marshall Wayne Woodward	Asheville	8-13-69	7-2-71
		3-3-72	7-2-74
Frank Bennett Day	Raleigh	8-13-69	7-2-72
		10-4-72	7-2-75

Ernest W. Larkin, Jr.[146a]	Washington	11-23-70	7-2-72
Clarence Zebulon Deal[146b]	Conover	11-23-70	7-2-73
Lawrence Byerly Holt	Winston-Salem	8-13-69	7-2-72
W. Banks Anderson, Jr.[146c]	Durham	10-4-72	7-2-75

GOVERNOR MOREHEAD SCHOOL BOARD OF DIRECTORS[147]

Cecil J. Hill†	Brevard	12-3-69	5-1-71
		2-25-72	5-1-77
William Paul Morgan†	Statesville	12-3-69	5-1-71
		2-25-72	5-1-77
Welker Overton Shue†	Graham	12-3-69	5-1-71
		2-25-72	5-1-77
Mrs. Alice Edmondson Wilson†	Tarboro	12-3-69	5-1-71
		2-25-72	5-1-77
Gilbert Peele[147a]	Garner	12-3-69	5-1-75
		2-25-72	5-1-77
Alex Webb[147b]	Raleigh	12-3-69	5-1-75
Richard B. Ford[147c]	Asheville	12-3-69	5-1-75
Robert W. Sugg[147d]	Durham	12-3-69	5-1-73

144a Succeeded Linton Suttle.
144b Succeeded Herbert C. Bradshaw.
144c Succeeded Harry Holler Summerlin; appointed chairman 11-29-71.
144d Succeeded Herbert L. Hyde, resigned.
144e Succeeded Wiley Furman Bowen.

145 The advisory committee was transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 864, s. 15(17); G.S. 143A-145. The commission is composed of six persons who are visually handicapped to the extent of being legally blind. These persons are appointed by the governor and, after initial staggered terms, serve for three years. G.S. 111-34.
145a Succeeded Madeline B. Brooks.
145b Succeeded Howard E. Moody.
145c Succeeded Joseph Samuel Himes.
145d Succeeded Coleman C. Cates, Jr.
145e Succeeded Henry Belk, deceased.

146 The committee was transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 864, s. 15(17); G.S. 143A-145. This committee is composed of six persons; three opthalmologists and three optometrists appointed by the governor. After initial staggered appointments, they serve three-year terms. G.S. 111-34.
146a Succeeded Mordecai Katzin.
146b Succeeded Lawrence Byerly Holt, resigned.
146c Succeeded Ernest W. Larkin, Jr.

147 The school and its directors were transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 864, s. 15(20); G.S. 143A-149. The board is composed of eleven members appointed by the governor for six-year terms. G.S. 115-322.
147a Succeeded Haden Edward Knox.
147b Succeeded George Patrick Henderson.
147c Succeeded Ernest Lindwood Hollowell.
147d Succeeded Harry Shor.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Ben Eason[147e]	Raleigh	12-3-69	5-1-73
George E. Gibbs[147f]	Murfreesboro	12-3-69	5-1-73
W. Reid Thompson[147g]	Raleigh	12-3-69	5-1-73
W. Earl Jones[147h]	Edenton	2-25-72	5-1-75
Major S. High[147i]	Greensboro	2-25-72	5-1-73
BOARD OF DIRECTORS OF NORTH CAROLINA SCHOOLS FOR THE DEAF[148]			
Mrs. Charles Greenlee[148a]	Sevier	12-18-69	7-17-73
Jack Sharp[148b]	Robersonville	12-18-69	7-17-73
Ben S. Whisnant[148c]	Morganton	12-18-69	7-17-73
G. Marvin Holt, Jr.[148d]	Morganton	12-18-69	7-17-73
Harry C. Knox[148e]	Cornelius	12-18-69	7-17-73
Cecil Lee Porter†	North Wilkesboro	12-18-69	7-17-73
Perry A. Cook, Jr.[148f]	Hickory	12-18-69	7-17-73
J. M. Vestal[148g]	Raleigh	12-18-69	7-17-73
James M. Dixon[148h]	Raleigh	12-18-69	7-17-73
James G. Northcott, Sr.†	Greensboro	12-18-69	7-17-73
Roy Benjamin Williams†	Elm City	12-18-69	7-17-73
NORTH CAROLINA ORTHOPEDIC HOSPITAL BOARD OF TRUSTEES[149]			
Mrs. Nick Garden†	Charlotte	2-11-70	4-4-75
James E. McKnight†	Mooresville	2-11-70	4-4-75
Hoyle T. Efird[149a]	Gastonia	2-11-70	4-4-75
Paul A. Barwick[149b]	La Grange	2-11-70	4-4-75
Bobby F. England[149c]	Forest City	1-14-72	4-4-77
David H. Rankin[149d]	Charlotte	1-14-72	4-4-77
Walter Little Smith†	Charlotte	1-14-72	4-4-77
Frank Houston Bassett III[149e]	Durham	1-14-72	4-4-77
NORTH CAROLINA CEREBRAL PALSY HOSPITAL BOARD OF DIRECTORS[150]			
J. Leslie Atkins, Jr.†	Durham	1-21-70	7-10-75
Norman W. Massey[150a]	Durham	1-21-70	7-10-75
H. F. Padgett[150b]	Chapel Hill	1-21-70	7-10-75
Jesse A. Helms, Jr.†	Raleigh	12-9-71	7-10-77
William M. Roberts†	Gastonia	12-9-71	7-10-77
Clarence Stasovich†	Greenville	12-9-71	7-10-77

Board of Directors of the North Carolina Sanatoriums for the Treatment of Tuberculosis[151]

O. Arthur Kirkman, *chairman*†	High Point	9-16-69	4-29-75
J. L. McNeill†	Raeford	9-16-69	4-29-75
Mrs. Roy Parker, Sr.†	Ahoskie	9-16-69	4-29-75
		9-16-69	4-29-75
Mrs. Cecil L. Sanford†	Laurinburg	11-23-70	4-29-71
James Montgomery Hall, Jr.[151a]	Asheville	5-10-72	4-29-77
Caronell Carter Chestnut[151b]	Wilmington	5-10-72	4-29-77
Forrest Lockey†	Aberdeen	5-10-72	4-29-77
Mrs. Ina Davis MacMillan[151c]	Raleigh	5-10-72	4-29-77

147e Succeeded S. Linton Smith.
147f Succeeded Claude Edward Teague.
147g Succeeded Carroll Wayland Weathers.
147h Succeeded Alex Webb.
147i Succeeded W. Reid Thompson.

148 The schools and directors were transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 864, s. 15(21); G.S. 143A-149. As organized by the 1961 General Assembly the North Carolina School for the Deaf at Morganton and the Eastern North Carolina School for the Deaf shall be under the control of this board of directors. The governor appoints eleven members to serve for four years each; and the appointments are ratified by the General Assembly. G.S. 115-337.

148a Succeeded Mrs. James C. Farthing.
148b Succeeded Edgar T. Beddingfield.
148c Succeeded Mrs. L. C. Gifford.
148d Succeeded John N. Kalmar.
148e Succeeded O. H. Pons, Sr.
148f Succeeded J. J. Wade, Jr.
148g Succeeded S. J. Westmoreland.
148h Succeeded Mrs. Adam J. Whitley.

149 The hospital and its board were transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 864, s. 15(22); G.S. 143A-150. The board consists of nine members appointed by the governor for six-year terms. G.S. 131-1.

149a Succeeded Mrs. O. Max Gardner, deceased.
149b Succeeded J. Robert Wrenn.
149c Succeeded George H. Blanton, Jr.
149d Succeeded Benjamin C. Trotter, Jr.
149e Succeeded Paul A. Barwick, resigned.

150 The hospital and its directors were transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 864, s. 15(23); G.S. 143A-151. The board is composed of nine members appointed by the governor for six-year terms. G.S. 131-127, 131-128.

150a Succeeded Harold Meyer.
150b Succeeded J. Fleming Wily, Jr.

151 The sanatoriums were transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 864, s. 15(24); G.S. 143A-152. The board consists of twelve members appointed by the governor and confirmed by the Senate for terms of six years. The state health director is an ex officio member. G.S. 131-62, 131-63, 131-64.

151a Succeeded Charles O. Van Gorder.
151b Succeeded Albert E. Gibson, Sr.
151c Succeeded Malory Alfred Pittman.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
COUNCIL ON MENTAL RETARDATION AND DEVELOPMENTAL DISABILITIES[152]			
Ralph H. Scott	Burlington	12-1-71	Pleasure of the governor
Charles H. Larkins, Jr.	Kinston	12-1-71	Pleasure of the governor
Robert Cohen	Raleigh	12-1-71	Pleasure of the governor
George Kandy	Raleigh	12-1-71	Pleasure of the governor
Samuel H. Johnson	Raleigh	12-1-71	Pleasure of the governor
Theodore R. Drain	Raleigh	12-1-71	Pleasure of the governor
R. Vance Robertson	Raleigh	12-1-71	Pleasure of the governor
Claude Myer	Raleigh	12-1-71	Pleasure of the governor
Leon D. Silber	Raleigh	12-1-71	Pleasure of the governor
Ann F. Wolfe	Raleigh	12-1-71	Pleasure of the governor
Theodore D. Scurletis	Raleigh	12-1-71	Pleasure of the governor
Elmer M. Johnson	Raleigh	12-1-71	Pleasure of the governor
Howard C. Neese[152a]	Mebane	11-25-69	6-30-70
		7-7-70	6-30-74
Mrs. Reginald Shelby Wilson	Burlington	11-25-69	6-30-73
Mrs. Rufus W. Reynolds†	Greensboro	11-25-69	6-30-73
Charles E. Waddell	Black Mountain	7-7-70	6-30-74
Charles W. Phillips	Greensboro	11-25-69	6-30-73
Edward F. Griffin	Louisburg	11-25-69	6-30-73
Mrs. H. William Ward, Jr.	Raleigh	12-1-71	6-30-73
Mrs. Ruth Bowen	Charlotte	12-1-71	6-30-73
Red L. Cratch	Washington	12-1-71	6-30-72
J. Preston Wilson	Charlotte	12-1-71	6-30-73
		11-22-72	6-30-76
Edgar W. Lakin†	Charlotte	12-1-71	6-30-72
		11-22-72	6-30-76
Harrie R. Chamberlin†	Chapel Hill	12-1-71	6-30-74
Mrs. Joseph W. Yates	Raleigh	12-1-71	6-30-75
Windsor Johnson	Rose Hill	12-1-71	6-30-75
Mrs. Helen C. Wilson	Morganton	12-1-71	6-30-72
		11-22-72	6-30-76
Mrs. A. P. Henry	Winnabow	1-3-73	6-30-76
James Paige[152b]	Raleigh	6-1-72	Pleasure of the governor

Cancer Study Commission[153]

Irwin Belk†	Charlotte	1-27-70	6-30-71
		9-29-72	6-30-73
Robert L. Combs[153a]	Hickory	1-27-70	6-30-71
		9-29-72	6-30-73
Julian Hofmann[153b]	Roanoke Rapids	1-27-70	6-30-71
		9-29-72	6-30-73
Mrs. V. O. Blalock[153c]	Roxboro	1-27-70	6-30-71
		9-29-72	6-30-73
C. F. Duman[153d]	Goldsboro	1-27-70	6-30-71
		9-29-72	6-30-73
Earle Jackson Gluck†	Charlotte	1-27-70	6-30-71
William R. Roberson, Jr.†	Washington	1-27-70	6-30-71
R. W. Breece[153e]	Fayetteville	1-27-70	6-30-71
		9-29-72	6-30-73
Mrs. Leon Robertson[153f]	Rocky Mount	1-27-70	6-30-71
		9-29-72	6-30-73
Robert L. Means[153g]	Winston-Salem	1-27-70	6-30-71
		9-29-72	6-30-73
Richard W. Martin[153h]	Mooresville	1-27-70	6-30-71
		9-29-72	6-30-73
James F. Newsome[153i]	Chapel Hill	1-27-70	6-30-71
		9-29-72	6-30-73

[152] The council was transferred to the Department of Human Resources July 14, 1971. 1971, c. 864, s. 15(26); G.S. 143A-154. The council is composed of eleven persons from state agencies as provided in the law and eight designated as consumers or representatives of consumers of services for the developmentally handicapped. Representatives from state agencies, including the legislature, serve at the pleasure of the governor. Others serve four-year terms. All members are appointed by the governor. G.S. 35-73; S.L., 1971, c. 976, s.1.

[152a] Succeeded Taylor R. Kennerly, resigned.

[152b] Succeeded R. Vance Robertson.

[153] The commission was transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 864, s. 15 (27); G.S. 143A-155. The 1967 General Assembly provided for the permanence of the commission originally established in 1957. The group consists of twenty members appointed by the governor, ten of whom are chosen from the medical profession and ten of whom are not associated with the medical profession, for two-year terms. The commission makes an annual report to the governor. G.S. 130-186.1, 130-186.2.

[153a] Succeeded Mrs. H. O. Bridges.

[153b] Succeeded Mrs. Elsie Hooper Cole.

[153c] Succeeded Tom H. Foscue.

[153d] Succeeded Joseph G. Gordon.

[153e] Succeeded Vivian E. Irving.

[153f] Succeeded James Eugene Hemphill.

[153g] Succeeded Donald B. Koonce.

[153h] Succeeded Marvin N. Lymberis.

[153i] Succeeded Hector MacLean.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Robert L. Poston[153j]	Elizabeth City	1-27-70	6-30-71
Charles T. Streeter[153k]	Jacksonville	1-27-70	6-30-71
		9-29-72	6-30-73
William A. Robie[153 l]	Raleigh	1-27-70	6-30-71
		9-29-72	6-30-73
H. Max Schiebel[153m]	Durham	1-27-70	6-30-71
		9-29-72	6-30-73
Lewis S. Thorp†	Rocky Mount	1-27-70	6-30-71
		9-29-72	6-30-73
Kenneth M. Weaver[153n]	Waynesville	1-27-70	6-30-71
H. H. Nicholson, Jr.[153o]	Charlotte	1-27-70	6-30-71
		9-29-72	6-30-73
John J. Scott[153p]	Wilmington	1-27-70	6-30-71
		9-29-72	6-30-73
J. Russell Lee[153q]	Ahoskie	9-29-72	6-30-73
J. E. McDowell[153r]	Greensboro	9-29-72	6-30-73
C. C. Spaulding, Jr.[153s]	Durham	9-29-72	6-30-73
D. E. Ward, Jr.[153t]	Lumberton	9-29-72	6-30-73
GOVERNOR'S COORDINATING COUNCIL ON AGING[154]			
Nathan H. Yelton, *chairman*[154a]	Garner	11-14-69	6-30-72
		10-4-72	6-30-76
Ewald W. Busse†	Durham	11-14-69	6-30-73
W. Murray Whitaker[154b]	Trenton	11-14-69	6-30-73
Ben O. Jones[154c]	New Bern	3-9-71	6-30-74
Lewis C. Dowdy†	Greensboro	2-28-72	6-30-75
James M. Fry[154d]	China Grove	2-28-72	6-30-75
Mrs. Edith B. Chance†	Fayetteville	10-4-72	6-30-76
CONFEDERATE WOMAN'S HOME BOARD OF DIRECTORS[155]			
Mrs. Kathleen S. Faulk[155a]	Lumberton	2-10-70	6-30-71
		11-22-71	6-30-73
Hal Walker Broadfoot, *chairman*	Fayetteville	2-10-70	6-30-71
		11-22-71	6-30-73
Mrs. Henry L. Stevens, Jr.†	Warsaw	2-10-70	6-30-71

Mrs. Melvin J. Weeks†	Dunn	2-10-70	6-30-71
		11-22-71	6-30-73
Mrs. John D. Boyd†	Fayetteville	2-10-70	6-30-71
		11-22-71	6-30-73
Mrs. George B. Herndon†	Fayetteville	2-10-70	6-30-71
		11-22-71	6-30-73
Mrs. Gus M. Womble†	Fayetteville	2-10-70	6-30-71
		11-22-71	6-30-73
Mrs. Roscoe L. Blue[155b]	Fayetteville	11-22-71	6-30-73

North Carolina Medical Care Commission[156]

J. Street Brewer†	Roseboro	10-22-69	7-1-73
Lawrence Byerly Holt[156a]	Winston-Salem	10-22-69	7-1-73
James R. Felts, Jr.[156b]	Charlotte	10-22-69	7-1-73
Harry Brown Finch[156c]	Thomasville	10-22-69	7-1-73

153j Succeeded Phillip R. Mason.
153k Succeeded Hugh A. Matthews.
153l Succeeded Charles M. Norfleet, Jr.
153m Succeeded John C. Reece.
153n Succeeded Mrs. Marie Smathers.
153o Succeeded Charles D. Watts.
153p Succeeded Mrs. Vivian B. Whitfield.
153q Succeeded Robert L. Poston.
153r Succeeded Kenneth M. Weaver.
153s Succeeded William R. Roberson, Jr.
153t Succeeded Earle Jackson Gluck.

154 The council was transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 864, s. 15(30); G.S. 143A-158. The council was made a statutory body by the 1965 General Assembly; there are seven members appointed by the governor, thirteen ex officio members, and one member appointed by the president of the Medical Society of North Carolina. The chairman is appointed by the governor and the executive director by the council. After initial staggered appointments, members are appointed for six-year terms. G.S. 143-283.11, 143-283.12; S.L., 1965, c. 977.

154a Succeeded Roy Rowe.
154b Succeeded John Sloan Rhodes.
154c Succeeded Willis Weatherford.
154d Succeeded Ben O. Jones.

155 The Confederate Woman's Home Association and its board of directors were transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 864, s. 15(31); G.S. 143A-159. The board is composed of seven members appointed by the governor for two-year terms. G.S. 112-2.

155a Succeeded Mrs. W. S. Alexander, deceased.
155b Succeeded Mrs. Henry L. Stevens, Jr.

156 The commission was transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 864, s. 15(32); G S. 143A-160. The commission consists of twenty members who serve four-year terms. Of this number, eleven are appointed by the governor, seven are nominated by the various medical associations for appointment by the governor, and two are ex officio (the state health officer and the commissioner of public welfare). The 1963 General Assembly eliminated the nomination of a member by the State Dental Society and provided that that member should be appointed by the governor. G.S. 131-117; S.L., 1963, c. 325, s. 1.

156a Succeeded William D. James, resigned.
156b Succeeded Marshall Pickens.
156c Succeeded John C. Whitaker.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Glenn Hooper[156d]	Dunn	10-22-69	7-1-73
Rachel Darden Davis[156e]	Kinston	10-22-69	7-1-73
William Edwin Horner, Jr.[156f]	Sanford	6-11-70	7-1-71
Mrs. Margaret B. Dolan†	Chapel Hill	8-20-70	7-1-74
Hugh F. McManus, Jr.†	Raleigh	8-20-70	7-1-74
Harmon C. McAllister†	Chapel Hill	12-17-70	7-1-74
Mrs. William O. Abbitt[156g]	Williamston	10-8-70	7-1-73
Holt McPherson[156h]	High Point	3-8-72	7-1-75
Coy M. Vance[156i]	Winston-Salem	3-8-72	7-1-75
Ludwig Scott[156j]	Burlington	5-5-72	7-1-75
Harold Kernodle†	Burlington	5-5-72	7-1-75
John F. Lynch, Jr.[156k]	High Point	2-10-72	7-1-75
Thomas R. Howerton†	Durham	9-14-72	7-1-76
Edward M. O'Herron, Jr.[156 l]	Charlotte	9-14-72	7-1-76
William Lester Adcock, Jr.[156m]	Raleigh	9-14-72	7-1-76
William R. Stanford†	Durham	9-14-72	7-1-76

GOVERNOR'S EXECUTIVE COMMITTEE ON EMPLOYMENT OF THE HANDICAPPED[157]

Henry Belk†	Goldsboro	11-19-69	6-30-72
Alston Broom[157a]	Fayetteville	11-19-69	6-30-72
		9-20-72	6-30-75
Fred D. Hauser†	Winston-Salem	11-19-69	6-30-72
		9-20-72	6-30-75
R. C. Godwin[157b]	New Bern	11-19-69	6-30-72
James Edward O'Neill[157c]	Durham	11-19-69	6-30-72
David R. Mauney, Jr.[157d]	Cherryville	9-1-70	6-30-71
Lock Muse[157e]	Dunn	9-16-71	6-30-74
John B. Hatfield	Greensboro	9-1-70	6-30-72
		9-20-72	6-30-75
Freddie Bartholomew[157f]	Warrenton	9-1-70	6-30-73
		9-1-70	6-30-73
Edwin E. Kirton†	Wilmington	9-1-70	6-30-73
Louis Woodbury, Jr.†	Wilmington	9-1-70	6-30-73
L. L. Schurter†	Raleigh	9-1-70	6-30-73
Mrs. R. B. Butler[157g]	Warrenton	9-16-71	6-30-74

Jere Adams Ayers[157h]	Greensboro	9-16-71	6-30-74
Stanley Frank†	Greensboro	9-16-71	6-30-74
Russell Gray[157i]	Matthews	9-20-72	6-30-75
Henry L. Fuhry[157j]	Swannanoa	9-20-72	6-30-75

DEPARTMENT OF SOCIAL REHABILITATION AND CONTROL[158]

George W. Randall, *secretary*	Raleigh	3-28-72	Pleasure of the governor
Ralph D. Edwards, *acting secretary*[158a]	Raleigh	12-12-72	Pleasure of the governor

COMMISSION OF CORRECTION[159]

James R. Twisdale, Jr.[159a]	Halifax	11-18-69	6-30-73
Cameron Ware[159b]	Kings Mountain	11-18-69	6-30-73
Frederick A. Williams[159c]	Greensboro	11-18-69	6-30-73
Clyde Harriss, Sr.†	Salisbury	11-18-69	6-30-73

156d Succeeded Paul F. Whitaker.
156e Succeeded Carl Worley, Jr.
156f Succeeded Eugene Cross, Jr.
156g Succeeded Lawrence B. Holt.
156h Succeeded William Edwin Horner, Jr.
156i Succeeded J. B. Clemence.
156k Succeeded Henry O. Lineberger, Jr.
156j Succeeded Powell G. Fox, Sr., deceased.
156l Succeeded Paul W. Bumbarger.
156m Succeeded Edwin N. Brower.

157 The committee was transferred to the Department of Human Resources July 14, 1971. S.L., 1971, c. 864, s. 15(33); G.S. 143A-161. As organized by the 1961 General Assembly the committee consists of fifteen members to be appointed by the governor. After initial staggered terms, members are appointed for three-year terms. Ex officio members include the governor, the commissioner of labor, the commissioner of insurance, the chairman of the Employment Security Commission, and the director of vocational rehabilitation. G.S. 143-283.5; S.L., 1961, c. 981.

157a Succeeded Mrs. James T. Chapell.
157b Succeeded Mrs. Robert Boyd Lindsay.
157c Succeeded Robert William Watkins.
157d Succeeded Stephen H. VanEvery, resigned.
157e Succeeded R. C. Godwin, deceased.
157f Succeeded G. Maurice Hill.
157g Succeeded Gary C. Davis.
157h Succeeded William H. Ruffin.
157i Succeeded Henry Belk.
157j Succeeded James Edward O'Neill.

158 See S.L., 1971, c. 864, s. 16 and G.S. 143A-163 through 143A-170 for provisions relating to the Department of Social Rehabilitation and Control.

158a Succeeded George W. Randall, deceased.

159 The commission was transferred to the Department of Social Rehabilitation and Control July 14, 1971. S.L., 1971, c. 864, s. 16(4); G.S. 143A-165. The commission consists of seven members appointed by the governor for four-year terms. The governor designates one of the members of the commission as chairman. The commissioner of correction is appointed by the commission with the approval of the governor to serve a four-year term. G.S. 148-1; S.L., 1967, c. 996, s. 1.

159a Succeeded Mrs. E. F. Allen.
159b Succeeded Roger Ingram.
159c Succeeded Hampton D. Haith.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Albert S. Webb[159d]	Greensboro	3-3-72	6-30-73
Edgar J. Gurganus†	Williamston	3-3-72	6-30-75
Edward T. Hollowell[159e]	Fayetteville	3-3-72	6-30-75
John Emery Russ†	Burgaw	3-3-72	6-30-75
STATE BOARD OF YOUTH DEVELOPMENT[160]			
Clyde Auman†	West End	2-5-70	7-1-75
Mrs. Phillip K. Triplett[160a]	Granite Falls	2-5-70	7-1-75
Bobby R. Stott[160b]	Raleigh	2-5-70	7-1-75
Henry Frank Liske[160c]	Concord	10-23-71	7-1-77
John Caswell Jones†	Fayetteville	10-23-71	7-1-77
LeRoy T. Walker[160d]	Durham	10-23-71	7-1-77
STATE PROBATION COMMISSION[161]			
William H. Gibson, *director*†	Raleigh	6-29-70	7-1-74
Jacob Alexander Burgin†	Lincolnton	8-28-69	5-28-74
Clarence W. Carter[161a]	King	6-11-70	5-28-75
John H. Stockard[161b]	Graham	11-30-71	5-28-76
W. H. S. Burgwyn, Jr.†	Woodland	5-25-72	5-28-77
BOARD OF PAROLES[162]			
Robert Weinstein†	Raleigh	7-28-70	7-1-74
Foil Essick[162a]	Raleigh	10-27-69	7-1-73
John Haywood Baker, Jr.[162b]	Raleigh	7-1-71	7-1-73
James Wiley Earp, Jr.[162c]	Raleigh	12-29-72	7-1-75
DEPARTMENT OF COMMERCE[163]			
George Irvin Aldridge, *secretary*	Raleigh	1-12-72	Pleasure of the governor
STATE BOARD OF ALCOHOLIC CONTROL[164]			
William Charles Cohoon, *chairman*[164a]	Raleigh	4-29-69	Pleasure of the governor
Haden Edward Knox	Charlotte	4-29-69	Pleasure of the governor
Lawrence C. Rose	Wrightsville Beach	4-29-69	Pleasure of the governor
Harold Edwards[164b]	Charlotte	1-19-70	Pleasure of the governor

North Carolina Utilities Commission[165]

Hugh A. Wells[165a]	Raleigh	12-16-69	7-1-77
Miles Hoffman Rhyne[165b]	Raleigh	12-16-69	7-1-77
Marvin Rhem Wooten†[165c]	Cary	12-29-72	7-1-77
Benjamin Edison Roney[165d]	Rocky Mount	12-29-72	7-1-79

Employment Security Commission[166]

Henry Eli Kendall, *chairman*†	Raleigh	6-7-72	7-1-73
Paul Richard Latta[166a]	Raleigh	6-7-72	7-1-73

159d Succeeded J. R. Hooks.

159e Succeeded Frederick A. Williams, deceased.

160 The board was transferred to the Department of Social Rehabilitation and Control July 14, 1971. S.L., 1971, c. 864, s. 16(5); G.S. 143A-166. Nine members are appointed by the governor for six-year terms; the commissioner of social services serves ex officio. Prior to the 1971 revision of the law, the board was known as the State Board of Juvenile Correction. G.S. 134-1; S.L., 1971, c. 1169.

160a Succeeded Steed Rollins.

160b Succeeded Shannon T. Lambeth.

160c Succeeded C. A. Dillon, resigned.

160d Succeeded James M. Fraley.

161 The commission was transferred to the Department of Social Rehabilitation and Control July 14, 1971. S.L., 1971, c. 864, s. 16(6); G.S. 143A-167. The commission consists of five members appointed by the governor for five-year terms, one member's term expiring each year. The director is appointed by the commission with the approval of the governor. G.S. 15-201, 15-202.

161a Succeeded Clarence H. Patrick.

161b Succeeded George M. Fountain.

162 The board was transferred to the Department of Social Rehabilitation and Control July 14, 1971. S.L., 1971, c. 864, s. 16(7); G.S. 143A-168. The board is composed of three members appointed by the governor for four-year terms each. Members are prohibited from using their positions to influence political activities. G.S. 148-52, 148-52.1.

162a Succeeded Howard Hepler.

162b Succeeded Foil Essick.

162c Succeeded Wade E. Brown.

163 See S.L., 1971, c. 864, s. 17 and G.S. 143A-171 through 143A-185 for provisions relating to the Department of Commerce.

164 The board was transferred to the Department of Commerce July 14, 1971. S.L., 1971, s. 17(4); G.S. 143A-173. A chairman and two associates are appointed by the governor to serve at his pleasure. The 1971 General Assembly rewrote the law. G.S. 18A-14; S.L., 1971, c. 872, s. 1.

164a Succeeded Clawson L. Williams, Jr.

164b Succeeded Haden Edward Knox.

165 The commission was transferred to the Department of Commerce July 14, 1971. S.L., 1971, c. 864, s. 17(5); G.S. 143A-174. As amended by the 1963 General Assembly, the terms of the five commissioners appointed by the governor were increased from six to eight years. After initial staggered appointments, terms are for eight years. The governor designates one of the members as chairman. G.S. 62-10; S.L., 1963, c. 1165, s. 1; S.L., 1967, c. 1238.

165a Succeeded Maurice Alexander Biggs, Jr.

165b Succeeded Clawson L. Williams, Jr.

165c Succeeded Miles Hoffman Rhyne.

165d Succeeded Harry T. Westcott.

166 The commission was transferred to the Department of Commerce July 14, 1971. S.L., 1971, c. 864, s. 17(6); G.S. 143A-175. The commission consists of seven members appointed by the governor for four-year terms. The chairman, appointed also by the governor for a four-year term, shall not engage in any other business vocation, or employment. G.S. 96-3.

166a Succeeded Harold F. Coffey.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Harvey D. Heartley[166b]	Raleigh	6-7-72	7-1-73
Samuel F. Teague	Raleigh	6-7-72	7-1-73
Walter A. Orrell, Sr.[166c]	Linwood	6-7-72	7-1-75
R. Archie Parker[166d]	Murfreesboro	6-7-72	7-1-75
Charles L. Hunley†	Monroe	6-7-72	7-1-75
EMPLOYMENT SECURITY COMMISSION ADVISORY COUNCIL[167]			
Hoyle T. Efird[167a]	Gastonia	12-2-70	Pleasure of the governor
Way J. Abel[167b]	Canton	12-2-70	Pleasure of the governor
Mrs. M. Edmund Aycock†	Raleigh	12-2-70	Pleasure of the governor
Sherwood Roberson†	Robersonville	12-2-70	Pleasure of the governor
Mrs. W. Arthur Tripp†	Greenville	12-2-70	Pleasure of the governor
Joseph D. Ross, Jr.†	Asheboro	12-2-70	Pleasure of the governor
G. Maurice Hill†	Drexel	12-2-70	Pleasure of the governor
Melvin Ward†	Spencer	12-2-70	Pleasure of the governor
Gene Ruff†	Charlotte	12-2-70	Pleasure of the governor
NORTH CAROLINA INDUSTRIAL COMMISSION[168]			
Joshua S. James, *chairman*[168a]	Maple Hill	11-30-69	5-1-75
Jackson Howard Bunn, Jr., *chairman*[168 b]	Charlotte	2-20-70	5-1-75
William H. Stephenson[168c]	Garner	4-22-70	5-1-71
		5-1-71	5-1-77
COMMISSIONER OF BANKS[169]			
Frank L. Harrelson†	Raleigh	4-21-71	4-1-75
STATE BANKING COMMISSION[170]			
George B. Collins[170a]	N. Wilkesboro	9-12-69	4-1-73
Graham Smith[170b]	Burlington	9-12-69	4-1-73
Charles M. Reeves, Jr.[170c]	Sanford	9-12-69	4-1-73
John Williams[170d]	Raleigh	9-12-69	4-1-73
R. Patrick Spangler[170e]	Shelby	9-12-69	4-1-73
Mrs. Axson Smith†	Belhaven	9-12-69	4-1-73
Hal Hoyle, Jr.[170f]	Lincolnton	9-12-69	4-1-73
Thomas B. Watkins[170f]	Charlotte	9-12-69	4-1-73

Samuel L. Phillips[170g]	Spruce Pine	1-20-71	4-1-71
		12-8-71	4-1-75
N. K. Dickerson, Jr.†	Monroe	12-8-71	4-1-75
Lewis R. Holding†	Raleigh	12-8-71	4-1-75
James T. Moss†	Youngsville	12-8-71	4-1-75

Savings and Loan Commission[171]

Paul W. Crayton[171a]	New Bern	1-28-70	8-22-73
Maurice Fleishman†	Fayetteville	1-28-70	8-22-73
Joseph Daniel McDuffie[171b]	Taylorsville	1-28-70	8-22-73
Wayne H. Shoaf	Lexington	1-6-72	7-14-75
Oron J. Rogers	Charlotte	1-6-72	7-14-75
Lloyd Alexander Mullinax†	Newton	1-6-72	7-14-75

166b Succeeded James Ward Seabrook.

166c Succeeded R. Dave Hall.

166d Succeeded Billy Earl Andrews.

167 The Employment Security Commission was transferred to the Department of Commerce. The council, which functions within the framework of the commission, falls within the authority of the Department of Commerce. G.S. 143A-175. Membership on the council consists of an equal number of employers and employees who are representative of their vocation, employment, or affiliation, and such public members as may be designated. G.S. 96-4(e); S.L., 1969, c. 575, ss. 1, 2.

167a Succeeded James A. Bridger.

167b Succeeded Carroll V. Singleton.

168 The commission was transferred to the Department of Commerce July 14, 1971. Three full-time commissioners, including the chairman, are appointed by the governor for six-year terms. G.S. 97-77.

168a Succeeded J. W. Bean.

168b Succeeded Joshua S. James.

168c Succeeded William F. Marshall, Jr., resigned.

169 The commissioner of banks was transferred to the Department of Commerce July 14, 1971. S.L., 1971, c. 864, s. 17(8); G.S. 143A-177. The commissioner is appointed by the governor for a four-year term; the appointment is confirmed by the Senate. G.S. 53-92.

170 The commission was transferred to the Department of Commerce July 14, 1971. S.L., 1971, c. 864, s. 17(8); G.S. 143A-177. Twelve appointive members serve four-year terms; the state treasurer is an ex officio member. The statute spells out details regarding representation on the commission. G.S. 53-92; S.L., 1961, c. 547; S.L., 1969, c. 920.

170a Succeeded Edwin Duncan, Jr.

170b Succeeded Allen H. Sims.

170c Succeeded Armand T. Swisher.

170d Succeeded William T. Cheatham, Jr.

170e Succeeded Paul Wright, Jr.

170f New position added by 1969 General Assembly.

170g Succeeded Edward T. Shipley, deceased.

171 The Savings and Loan Advisory Board was transferred to the Department of Commerce July 14, 1971. The 1971 legislature rewrote the law, transforming the board into the commission. The commission consists of seven members including the secretary of the Department of Commerce who is an ex officio member serving as chairman. Members of the Advisory Board continued in office as members of the new commission, serving for the duration of their original appointments. Members serve four-year terms. G.S. 54-24.1; S.L., 1971, c. 864, s. 17.

171a Succeeded Allen T. Powell, Jr.

171b Succeeded Thomas W. Heath, Jr.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
CREDIT UNION COMMISSION[172]			
Maylon A. Kirby	Wilson	5-9-72	7-14-75
James Nathaniel Duff	Gastonia	5-9-72	7-14-75
Edward W. Bell	Canton	5-9-72	7-14-75
Jesse L. Warren	Greensboro	5-9-72	7-14-73
T. S. Elam	Winston-Salem	5-9-72	7-14-73
W. Edmund Greer	Raleigh	5-9-72	7-14-73
NORTH CAROLINA MILK COMMISSION[173]			
Mrs. Lief (Wymene) Valand	Raleigh	2-11-70	8-6-71
Willie Teeter[172a]	Mooresville	9-15-69	8-6-73
Donald L. Paul†	New Bern	9-15-69	8-6-73
James M. Parks[173b]	Union Grove	9-15-69	8-6-73
James Everette Flora[173c]	Charlotte	3-24-70	8-6-72
George W. King†	Ayden	8-4-70	8-6-74
William L. Hemphill	Greensboro	10-21-71	10-6-72
		6-13-72	6-30-76
W. Archie Blount	Winston-Salem	10-21-71	10-6-73
Roy V. Atwater	Yanceyville	10-21-71	10-6-73
Franklin Rockwell Poisson	Charlotte	10-21-71	10-6-74
B. F. Nesbitt	Fletcher	10-21-71	10-6-74
Herbert C. Hawthorne	Statesville	10-21-71	10-6-75
Mrs. B. C. Langston, Sr.	Grifton	10-21-71	10-6-75
George M. Tisdale[173d]	Asheville	7-21-71	10-6-73
William Ernest Younts, Jr.[173e]	Durham	9-25-72	6-30-76
BURIAL ASSOCIATION COMMISSIONER[174]			
Daniel Kelly Muse, *commissioner*†	Mebane	10-8-69	6-30-73
Mrs. Shelby M. (Janice) Stephenson, *commissioner*[174a]	Garner	4-1-72	6-30-73
MUTUAL BURIAL ASSOCIATION COMMISSION[175]			
William Kent Sturdivant, Sr.[175a]	North Wilkesboro	12-17-70	12-4-75
NORTH CAROLINA RURAL ELECTRIFICATION AUTHORITY[176]			
Thomas Watkins Allen†	Creedmoor	2-18-70	6-5-73

William Kitchin Benson†	Battleboro	2-18-70	6-5-73
Glenn C. Palmer, Sr.†	Clyde	2-18-70	6-5-73
Gwyn Brantley Price†	Raleigh	2-18-70	6-5-73
J. C. Thompson[175a]	Mt. Gilead	2-18-70	6-5-71
		11-29-71	6-5-75
Walter S. Smiley†	Macon	11-29-71	6-5-75
Weldon B. Denny, *chairman*[175b]	Raleigh	7-31-72	6-5-73

DEPARTMENT OF REVENUE[177]

Ivie L. Clayton, *commissioner*†	Raleigh	7-21-69	1-1-73
		10-1-71	Pleasure of the governor
G. Andrew Jones, Jr., *commissioner*[177a]	Raleigh	12-31-71	Pleasure of the governor

STATE BOARD OF ASSESSMENT[178]

Cedric Donald Langston[178a]	Winterville	9-24-69	7-1-73

[172] The commission consists of seven members with the secretary of commerce an ex officio member serving as chairman, and six members appointed by the governor. After initial staggered terms members will serve for four years. Requirements regarding membership are spelled out in the statute. S.L., 1971, c. 864, s. 17(12); G.S. 143A-181.

[173] The commission was transferred to the Department of Commerce July 14, 1971. S.L., 1971, c. 864, s. 17(13); G.S. 143A-182. Prior to 1971 the commission had nine members appointed by the governor. The General Assembly of 1971 rewrote the law applicable to the commission, providing for seven members appointed by the governor and spelling out requirements relating to membership. They serve four-year terms. A new commission was appointed after passage of the 1971 law. G.S. 106-266.7; S.L., 1971, c. 779.

[173a] Succeeded O. A. Swaringen.

[173b] Succeeded B. F. Nesbitt.

[173c] Succeeded Jesse P. Jones.

[173d] Succeeded Roy V. Atwater, resigned.

[173e] Succeeded William L. Hemphill.

[174] The commissioner was transferred to the Department of Commerce July 14, 1971. S.L., 1971, c. 864, s. 17(14); G.S. 143A-183. The commissioner is appointed by the governor for a term of four years. G.S. 58-224.

[174a] Succeeded Daniel Kelly Muse, resigned.

[175] The commission was transferred to the Department of Commerce July 14, 1971. S.L., 1971, c. 864, s. 17(15); G.S. 143A-184. The commission is made up of five members, one of whom is appointed by the governor for a three-year term. He must be a member of the Mutual Burial Association. G.S. 58-224.1(1)d; S.L., 1967, c. 1197, s. 1.

[175a] Succeeded Edwin Banks Branch.

[176] The authority was transferred to the Department of Commerce July 14, 1971. S.L., 1971, c. 864, s 17(16); G.S. 143A-185. The group is composed of six members appointed by the governor for four-year terms; members select a chairman from the membership. G.S. 117-1, 117-4.

[176a] Succeeded Samuel H. Hobbs, deceased.

[176b] Succeeded Glenn C. Palmer, Sr.

[177] See S.L., 1971, c. 864, s. 18 and G.S. 143A-186 through 143A-190 for provisions relating to the Department of Revenue. The commissioner is appointed by the governor for a four-year term. G.S. 147-87.

[177a] Succeeded Ivie L. Clayton, resigned.

[178] The board was transferred to the Department of Revenue July 14, 1971. S.L., 1971, c. 864, s. 18(6); G.S. 143A-190. The 1967 General Assembly rewrote the law pertaining to the State Board of Assessment. Following initial staggered terms, the governor appoints two members to serve four-year terms; the speaker of the House of Representatives and the president of the Senate each appoints one member. The director of tax research serves ex officio. G.S. 105-288; S.L., 1967, c. 1196, s. 1.

[178a] Succeeded Robert F. Morgan.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Kyle Harrington[178b]	Broadway	12-6-71	7-1-75
DEPARTMENT OF ART, CULTURE AND HISTORY[179]			
Samuel Talmadge Ragan, *secretary*	Southern Pines	1-12-72	Pleasure of the governor
STATE DEPARTMENT OF ARCHIVES AND HISTORY EXECUTIVE BOARD[180]			
Edward W. Phifer, Jr.†	Morganton	8-22-69	3-31-75
Gordon S. Dugger[180a]	Chapel Hill	8-22-69	3-31-75
Gertrude Sprague Carraway†	New Bern	4-17-72	3-31-77
Thomas Harry Gatton†	Raleigh	4-17-72	3-31-77
Hugh Talmage Lefler†	Chapel Hill	4-17-72	3-31-77
NORTH CAROLINA ADVISORY COUNCIL ON HISTORIC PRESERVATION[181]			
G. Andrews Jones, Jr.	Raleigh	11-2-72	6-30-73
William Waldo Dodge III	Raleigh	11-2-72	6-30-73
BOARD OF TRUSTEES OF THE NORTH CAROLINA STATE LIBRARY[182]			
Mrs. Julian E. Winslow[182a]	Hertford	12-11-70	7-1-75
Robert C. Wilson, Jr.[182b]	Winston-Salem	12-11-70	7-1-75
John Dayton Winebarger[182c]	Boone	7-15-70	7-1-71
		10-14-71	7-1-77
Mrs. T. T. Potter†	Beaufort	10-14-71	7-1-77
Mrs. Mollie Huston Lee[182d]	Durham	4-11-72	7-1-73
Mrs. Dorothy Walter Ware[182e]	Charlotte	9-19-72	7-1-77
BOARD OF TRUSTEES OF THE NORTH CAROLINA MUSEUM OF ART[183]			
Smith Bagley	Winston-Salem	11-18-70	7-1-76
Mrs. Larry Cohen	Greensboro	11-18-70	7-1-76
Mrs. Ira Julian	Winston-Salem	11-18-70	7-1-76
Mrs. James H. Semans	Durham	11-18-70	7-1-76
BOARD OF DIRECTORS OF THE NORTH CAROLINA STATE ART SOCIETY, INCORPORATED[184]			
Harry Dalton†	Charlotte	2-19-70	7-1-73
Charles Stanford[184a]	Raleigh	2-8-71	7-1-73
Mrs. George W. Paschal, Jr.†	Raleigh	2-19-70	7-1-73

A. Stuffer Myers[184b]	Lexington	2-19-70	7-1-73
Robert Lee Humbert†	Greenville	2-19-70	7-1-73
Joseph Curtis Sloane[184c]	Chapel Hill	10-19-72	7-1-73

BOARD OF TRUSTEES OF THE NORTH CAROLINA SYMPHONY SOCIETY, INCORPORATED[185]

Mrs. D. McLaughlin Faircloth[185a]	Clinton	3-16-70	3-10-73
Mrs. Nathan (Martha E.) Ayers†	Greensboro	3-16-70	3-10-73
Mrs. Frank B. Holding†	Smithfield	4-11-72	3-10-75
Mrs. James H. Semans[185b]	Durham	4-11-72	3-10-75

178b Succeeded Thomas W. Alexander, Jr.

179 See S.L., 1971, c. 864, s. 19 and G.S. 143A-191 through 143A-230 for provisions relating to the Department of Art, Culture and History.

180 The board was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(4); G.S. 143A-193. The board consists of seven members appointed by the governor for six-year terms. G.S. 121-3.

180a Succeeded Ralph P. Hanes.

181 The Historic Sites Advisory Committee, and as renamed the North Carolina Advisory Council on Historic Preservation, was transferred to the Department of Art, Culture and History July 14, 1971. S.L., c. 864, s. 19(5); G.S. 143A-194. The committee, which was created in 1963, had four ex officio members and three appointive members; its successor council has the seven members of the Executive Board of Archives and History as ex officio members; two other ex officio members; an archaeologist appointed by the director of Archives and History; and two members appointed by the governor, one a member of the North Carolina chapter of the American Institute of Architects and one who is a member of the American Association of Museums. The council was created in 1971. S.L., 1971, c. 480, s. 4; G.S. 121-8.

182 The board of the State Library was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(6); G.S. 143A-195. The board is composed of eight members, six of whom are appointed by the governor, and two of whom are ex officio (the state superintendent of public instruction and the librarian of the University of North Carolina). The governor's appointees serve overlapping terms of six years. G.S. 125-3; S.L., 1955, c. 505, s. 3.

182a Succeeded Paul S. Ballance.

182b Succeeded Richard C. Erwin, Sr.

182c Succeeded Mark Lindsay.

182d Succeeded Mrs. James B. (Lois S.) Neal.

182e Succeeded Mrs. T. T. (Alma Guy) Potter.

183 The board of the Museum of Art was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(8); G.S. 143A-197. As created by the 1961 General Assembly, the board consists of fourteen members which include the following: four members elected by the board of directors of the North Carolina State Art Society, Incorporated, two ex officio members (the governor, the superintendent of public instruction), and eight appointed by the governor. Following initial staggered terms, appointments are for six years. G.S. 140-2; S.L., 1961, c. 731.

184 The board was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(9); G.S. 143A-198. The board consists of sixteen members, four of whom are appointed by the governor for a term of four years, eight of whom are chosen by the members of the North Carolina State Art Society, Incorporated, and four of whom are ex officio members, as follows: the governor, the superintendent of public instruction, the attorney general, and the chairman of the art committee of the State Federation of Women's Clubs. The act inserting these provisions became effective July 1, 1961. G.S. 140-11; S.L., 1961, c. 1152.

184a Succeeded Mrs. W. Frank Taylor.

184b Succeeded Robert Lee Humber, deceased.

184c Succeeded A. Stuffer Myers.

185 The board was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(10); G.S. 143A-199. The board consists of not less than sixteen members, of whom four are named by the governor for four-year terms, ten are chosen by the North Carolina Symphony Society, and two serve ex officio as follows: the governor and the superintendent of public instruction. G.S. 140-6; S.L., 1943, c. 755; S.L., 1947, c. 1049.

185a Succeeded Mrs. C.A. Dillon, Jr.

185b Succeeded Charles Vance York, Jr.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
STATE ART MUSEUM BUILDING COMMISSION[186]			
Charles Stanford[186a]	Raleigh	2-8-71	Pleasure of the governor
Egbert L. Davis, Jr.[186b]	Winston-Salem	1-20-72	Pleasure of the governor
TRYON'S PALACE COMMISSION[187]			
Robert Dick Douglas, Jr.[187a]	Greensboro	10-15-69	
Mrs. Simon Sitterson, Jr.[187b]	Kinston	4-8-70	
Howard Holderness[187c]	Greensboro	12-3-70	
Mrs. Dan K. Moore[187d]	Raleigh	2-1-69	
Mrs. Roland B. Potter[187e]	North Wilkesboro	10-15-69	
Mrs. Sol Schechter[187f]	Kinston	7-21-70	
David Livingstone Ward, Jr.[187g]	New Bern	3-13-72	
Mrs. Stanley S. Wohl†	Annapolis, Md.	3-13-72	
NORTH CAROLINA ARTS COUNCIL[188]			
Mrs. Jack A. Underdown [188a]	Elkin	10-14-69	6-30-72
		10-17-72	6-30-75
Mrs. Thomas J. White[188b]	Kinston	10-14-69	6-30-72
Mrs. Thomas E. Castelloe[188c]	Raleigh	10-14-69	6-30-72
		10-17-72	6-30-75
Henry Bowers†	Raleigh	10-14-69	6-30-72
Alfred J. Fletcher†	Raleigh	10-14-69	6-30-72
Mrs. John R. Morris[188d]	Goldsboro	10-14-69	6-30-72
Thad G. Stem, Jr.[188e]	Oxford	10-14-69	6-30-72
		10-17-72	6-30-75
Sam T. Ragan, *chairman*†	Southern Pines	10-14-69	6-30-72
Mrs. Camille L. Harris	Wilkesboro	8-6-70	6-30-73
Mrs. John D. Eller, Jr.[188f]	Winston-Salem	8-6-70	6-30-73
Mrs. Norris L. Hodgkins, Jr.[188g]	Durham	8-6-70	6-30-73
Mrs. Alice P. Proctor[188h]	Raleigh	8-6-70	6-30-73
Mrs. Charles M. Reeves, Jr.†	Sanford	8-6-70	6-30-73
James Burdett Lawrence Rush†	Winston-Salem	8-6-70	6-30-73
Joseph Curtis Sloane†	Chapel Hill	8-6-70	6-30-73
Francis Speight†	Greenville	8-6-70	6-30-73
Mrs. James R. Trotter[188i]	Rocky Mount	4-20-72	6-30-73

Mrs. D. Vernon Deal, Sr.[188j]	North Wilkesboro	4-20-72	6-30-72
		10-17-72	6-30-75
Mrs. Claude B. Strickland, Jr.†	Winston-Salem	4-20-72	6-30-74
Heman R. Clark[188k]	Fayetteville	4-20-72	6-30-74
Mrs. William A. Clement[188l]	Durham	4-20-72	6-30-74
Mrs. Thomas E. Medlin[188m]	Smithfield	4-20-72	6-30-74
Mrs. Grady Cooper[188n]	Raleigh	4-20-72	6-30-74
Douglas Orr[188o]	Raleigh	4-20-72	6-30-74

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186 The commission was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(11); G.S. 143A-200. Membership of the commission consists of three who have served in the Senate, appointed by the president; three who have served in the House, appointed by the speaker; and nine appointed by the governor. Members serve at the pleasure of the governor and are to report to each session of the General Assembly as to action taken during the preceeding biennium. G.S. 140-5.2, 140-5.3; S.L., 1967, c. 1142.

186a Succeeded Robert Lee Humber, deceased.

186b Succeeded Charles A. Cannon.

187 The commission was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(13); G.S. 143A-202. The commission, acting under the general authority of the Department of Archives and History, consists of twenty-five members appointed by the governor and six ex officio members as follows: the governor, the attorney general, the director of the Department of Conservation and Development, the director of the Department of Archives and History, the mayor of New Bern, and the chairman of the Craven County Board of Commissioners. The law does not specify the terms of the appointees. G.S. 121-19; S.L., 1945, c. 791.

187a Succeeded Mrs. Inglis Fletcher.

187b Succeeded Alexander H. Graham.

187c Succeeded Robert Lee Humber, deceased.

187d Succeeded Carroll P. Rogers.

187e Succeeded Mrs. O. Max Gardner.

187f Succeeded Mrs. James M. Tyler.

187g Succeeded David Livingstone Ward, Sr.

188 The Arts Council was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(14); G.S. 143A-203. The statutory council, successor to the North Carolina State Arts Council which was established by executive order in December, 1964, consists of twenty-four persons appointed by the governor. Any appointee who holds any office under the United States or North Carolina government serves ex officio. Membership is for three years and is limited to two successive terms with the provision that a member may be reappointed after the lapse of a year following the end of the second term. The chairman is appointed by the governor upon nomination of the council. Some of the reappointments were from the nonstatutory State Arts Council. G.S. 143-403, 143-404; S.L., 1967, c. 164.

188a Succeeded Mrs. J. Emmett Winslow.

188b Succeeded Mrs. Charles Scarboro Cooke.

188c Succeeded Clyde A. Dillon, Jr.

188d Succeeded Robert W. Gray.

188e Succeeded Mrs. R. C. Jennings, Jr.

188f Succeeded Mrs. David Rose Inglis.

188g Succeeded Mrs. J. Nathan McCarley.

188h Succeeded Robert L. Gatling.

188i Succeeded Mrs. Camille L. Harris.

188j Succeeded Sam T. Ragan.

188k Succeeded Mrs. Leslie N. Boney, Jr.

188l Succeeded Mrs. Guy T. Carswell.

188m Succeeded Harry L. Dalton.

188n Succeeded Mrs. Nello L. Teer, Jr.

188o Succeeded Mrs. William W. Dodge III.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Hortense N. Reid[188p]	Charlotte	4-20-72	6-30-74
Thomas T. Hayes, Jr.[188q]	Southern Pines	4-20-72	6-30-74
Ivie L. Clayton[188r]	Raleigh	10-17-72	6-30-75
Leon Stacks[188s]	Blowing Rock	10-17-72	6-30-75
Mrs. George T. Stronach[188t]	Wilson	10-17-72	6-30-75
William H. Wagoner[188u]	Wilmington	10-17-72	6-30-75
U.S.S. NORTH CAROLINA BATTLESHIP COMMISSION[189]			
Percy B. Ferebee†	Andrews	1-20-70	4-4-71
Joseph Daniel Fitz†	Morganton	1-20-70	4-4-71
		2-29-72	4-4-73
Thomas Edward Pickard, Jr.†	Charlotte	1-20-70	4-4-71
		2-29-72	4-4-73
Horace Lee Prevatte†	Wilmington	1-20-70	4-4-71
		2-29-72	4-4-73
Jack Spain†	Washington, D.C.	1-20-70	4-4-71
		2-29-72	4-4-73
Eugene Cebron Thompson†	Warsaw	1-20-70	4-4-71
		2-29-72	4-4-73
Dick O'Neal†	New Holland	1-20-70	4-4-71
		2-29-72	4-4-73
H. D. Southerland[189a]	Jacksonville	1-20-70	4-4-71
		2-29-72	4-4-73
Knox Barnes[189b]	Lumberton	1-20-70	4-4-71
		2-29-72	4-4-73
Frank R. Staff, *chairman*[189c]	Charlotte	1-20-70	4-4-71
		2-29-72	4-4-73
Garland B. Garrett, Sr.[189d]	Wilmington	1-20-70	4-4-71
		2-29-72	4-4-73
Charles Tim Farrow[189e]	Wilmington	1-20-70	4-4-71
		2-29-72	4-4-73
Mrs. Mary Ellen White[189f]	Halifax	1-20-70	4-4-71
		2-29-72	4-4-73
L. E. Mizelle[189g]	Ahoskie	1-20-70	4-4-71
C. E. Thompson, Jr.[189h]	Wilmington	2-29-72	4-4-73
Edith Marsh[189i]	Raleigh	2-29-72	4-4-73

Executive Mansion Fine Arts Commission[190]

Mrs. Larry Johnson[190a]	Aberdeen	9-17-69	6-30-73
Mrs. Doke Finch[190b]	Thomasville	9-17-69	6-30-73
Mrs. John A. Kellenberger†	Greensboro	9-17-69	6-30-73
Waylon Jenkins, Jr.[190c]	Aulander	9-17-69	6-30-73
Leslie N. Boney, Jr.†	Wilmington	4-21-71	6-30-74
Mrs. Frank H. Keener†	Asheville	4-21-71	6-30-74
Mrs. David M. McConnell[190d]	Charlotte	4-21-71	6-30-74
Louis C. Stephens, Jr.[190e]	Greensboro	4-21-71	6-30-74
Mrs. Herbert Hawthorne[190f]	Statesville	11-3-71	6-30-75
Mrs. C. C. Hope, Jr.[190g]	Charlotte	11-3-71	6-30-75
Mrs. Clifton L. Benson, Sr.[190h]	Raleigh	11-3-71	6-30-75
Henry F. Foscue†	High Point	11-3-71	6-30-75
Mrs. James H. Semans, *chairman*†	Durham	9-29-72	6-30-76
Thomas S. Kenan III†	Durham	9-29-72	6-30-76
Charles W. Stanford, Jr.†	Raleigh	9-29-72	6-30-76

188p Succeeded Edwin Gill.
188q Succeeded Mrs. Frank R. Penn.
188r Succeeded Alfred J. Fletcher.
188s Succeeded Mrs. Thomas J. White.
188t Succeeded Mrs. John R. Morris.
188u Succeeded Henry Bowers.

190 The commission was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(15); G.S. 143A-204. The commission consists of not more than fifteen members, including as ex officio member at least one person from the board or staff of the Department of Conservation and Development. Members serve on the commission for two years. A 1963 amendment provided that the commission should continue in existence until the General Assembly should otherwise provide. G.S. 143-363; S.L., 1963, c. 52.

189a Succeeded L. E. Mizelle, deceased.
189b Succeeded Percy B. Ferebee, deceased.
189c Succeeded Orville B. Campbell.
189d Succeeded G. Andrew Jones.
189e Succeeded George Losak.
189f Succeeded James Penland.
189g Succeeded Edward L. Rankin, Jr.
189h Succeeded John Taylor Schiller.
189i Succeeded Richard Thomas Vann.

190 The commission was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(18); G.S. 143A-207. Sixteen members serve for four-year terms; the governor appoints the chairman. G.S. 143-409; S.L., 1967, c. 273.

190a Succeeded Mrs. Jack H. Brown.
190b Succeeded Mrs. James J. Harris.
190c Succeeded Mrs. William H. Williamson III.
190d Succeeded James Wesley York.
190e Succeeded Mrs. John Harden.
190f Succeeded Ralph P. Hanes.
190g Succeeded Mrs. Philip Howerton.
190h Succeeded Mrs. William T. Joyner, Jr.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
NORTH CAROLINA AMERICAN REVOLUTION BICENTENNIAL COMMISSION[191]			
William A. Creech†	Raleigh	9-15-69	3-21-74
Hector MacLean†	Lumberton	4-2-70	3-21-75
Wallace B. Evans[191a]	Edenton	10-20-70	3-21-75
James S. Brawley[191b]	Salisbury	10-20-70	3-21-71
		3-21-71	3-21-76
McDaniel Lewis†	Greensboro	3-21-71	3-21-76
Mrs. James M. (Margaret) Harper, Jr.†[191c]	Southport	1-6-70	3-21-74
Mrs. Ann Bell[191d]	Currie	9-15-69	3-21-74
Herman A. Moore†	Charlotte	9-11-72	3-21-77
Joe M. Parker[191e]	Ahoskie	9-11-72	3-21-77
NORTH CAROLINA AWARDS COMMISSION[192]			
Dean W. Colvard[192a]	Charlotte	9-8-69	Pleasure of the governor
Catherine Kelly[192b]	Greensboro	12-14-72	Pleasure of the governor
TOBACCO MUSEUM BOARD[193]			
Alton Boswell	Wilson	4-23-70	7-1-71
		11-7-72	7-1-73
Mrs. Edrinton S. Penn	Reidsville	4-23-70	7-1-71
		11-7-72	7-1-73
SIR WALTER RALEIGH MEMORIAL COMMISSION[194]			
Charles B. Wade	Winston-Salem	3-22-72	
William H. W. Anderson	Raleigh	9-14-72	
Thomas W. Bradshaw, Jr.	Raleigh	9-14-72	
Mrs. Roland H. Carson	Raleigh	9-14-72	
Horace R. Kornegay	Washington, D.C.	9-14-72	
J. T. Lindley	Raleigh	9-14-72	
Mrs. Fred W. Morrison	Washington, D.C.	9-14-72	
William S. Powell	Chapel Hill	9-14-72	
Mrs. George M. Smart	Raleigh	9-14-72	
Mrs. Cameron P. West	Raleigh	9-14-72	
Mrs. H. Glenn White, Jr.	Raleigh	9-14-72	
Benjamin F. Williams	Raleigh	9-14-72	

Governor Richard Caswell Memorial Commission[195]

Mrs. John C. Dawson[195a]	Kinston	7-2-70	11-30-77
Mrs. Virginia C. Wallace[195b]	Kinston	12-28-70	11-30-77
William H. Rowland[195c]	Kinston	12-28-70	11-30-77
Henry B. Herring[195d]	Kinston	12-28-70	11-30-77
Mrs. J. Roger Brooks†	Kinston	12-28-70	11-30-75
Paul A. Rockwell†	Asheville	12-28-70	11-30-75
J. Carlyle Sitterson†	Chapel Hill	12-28-70	11-30-75
Mrs. Kenneth R. Downs[159e]	Pineville	12-28-70	11-30-75
Sam N. Clark, Jr.[195f]	Tarboro	3-22-72	11-30-79
Mrs. George W. Knott†	Kinston	3-22-72	11-30-79
Thomas J. White†	Kinston	3-22-72	11-30-79
Reginald L. Stroud[195g]	Kinston	3-22-72	11-30-79

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191 The commission was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(19); G.S. 143A-208. The commission is made up of ex officio members consisting of the heads of the Departments of Archives and History, Conservation and Development, and Public Instruction; the heads of the history departments of nine colleges and universities; and the state regent of the Daughters of the American Revolution, in addition to ten members appointed by the governor. After initial staggered terms, members serve for five years. G.S. 143-396; S.L., 1967, c. 70.

191a Succeeded James Alexander Gray.

191b Succeeded Mrs. Margaret Harper.

191c Succeeded Mrs. Ann Bell, resigned.

191d Succeeded Don S. Matheson.

191e Succeeded Armistead Maupin.

192 The commission was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(20); G.S. 143A-209. As established by the 1961 General Assembly, the commission is authorized to administer the program of public recognition of creative North Carolinians. The board consists of five members who serve at the pleasure of the governor. S.L., 1961, c. 1143, G.S. 140A-4.

192a Succeeded Gilbert Stephenson.

192b Succeeded Henry Belk; resigned, but vacancy not filled.

193 The board was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(21); G.S. 143A-210. The board is composed of eighteen members, two of whom are appointed by the governor for two-year terms. Among the sixteen ex officio members are the directors of the Departments of Conservation and Development and Archives and History. G.S. 143-429.

194 The commission was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(23); G.S. 143A-212. The commission was established in 1947 for the purpose of erecting a suitable memorial to Sir Walter Raleigh in the city of Raleigh. Twenty-one members are appointed by the governor and he and the superintendent of public instruction serve as ex officio members. There is no provision with regard to expiration of terms. S.L., 1947, res. 26; S.L., 1953, c. 1267.

195 The commission was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(24); G.S. 143A-213. The commission consists of twenty members, sixteen of whom are appointed by the governor for eight-year terms and four of whom are ex officio (the director of the Department of Archives and History, the superintendent of the Department of Public Instruction, the mayor of Kinston, and the chairman of the Lenoir County Board of Commissioners). G.S. 143-204.1.

195a Succeeded R. Hunt Parker, deceased.

195b Succeeded Edmund H. Harding, deceased.

195c Succeeded Mrs. W. H. Belk.

195d Succeeded Charles R. Holloman.

195e Succeeded Mrs. W. M. Bellamy.

195f Succeeded Sam N. Clark, Sr.

195g Succeeded Elmer Simmons Wooten.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
EDENTON HISTORIC COMMISSION[196]			
C. A. Phillips	Edenton	8-26-70	Pleasure of the governor
L. F. Amburn, Jr.	Edenton	8-26-70	Pleasure of the governor
Mrs. Goldie L. Niblett	Edenton	8-26-70	Pleasure of the governor
Mrs. Nelson B. Crandall	Edenton	8-26-70	Pleasure of the governor
Mrs. Clarence Britton	Edenton	8-26-70	Pleasure of the governor
John A. Mitchiner, Jr.	Edenton	3-30-71	Pleasure of the governor
Mrs. Cornelia J. Privott	Edenton	4-29-71	Pleasure of the governor
Voit Gilmore	Southern Pines	9-9-71	Pleasure of the governor
Naomi Morris	Wilson	11-22-72	Pleasure of the governor
Gardner Gidley	Winston-Salem	11-22-72	Pleasure of the governor
Mrs. Robert Lee Humber	Greenville	11-22-72	Pleasure of the governor
Huntington Cairns	Kitty Hawk	11-22-72	Pleasure of the governor
John L. McCain	Wilson	11-22-72	Pleasure of the governor
David Stick	Kitty Hawk	11-22-72	Pleasure of the governor
William W. Foreman	Elizabeth City	11-22-72	Pleasure of the governor
Thad Stem	Oxford	11-22-72	Pleasure of the governor
HISTORIC BATH COMMISSION[197]			
Mrs. G. D. Elliott, Jr.[197a]	Bath	3-31-70	6-30-74
Mrs. William P. Mayo†	Washington	3-31-70	6-30-74
Alexander C. C. Noe†	Bath	3-31-70	6-30-74
Mrs. Walter Stearns†	Raleigh	3-31-70	6-30-74
Henry C. Bridgers, *chairman*†	Tarboro	3-31-70	6-30-74
James B. McMullan[197b]	Washington	12-3-70	6-30-75
Sam Jones[197c]	Ocracoke	12-3-70	6-30-75
Mrs. John T. Griffin[197d]	Williamston	12-3-70	6-30-75
Mrs. W. R. Roberson, Jr.†	Washington	12-3-70	6-30-75
Mrs. Thorne Gregory†	Raleigh	12-3-70	6-30-75
Mrs. Rena H. Davenport†	Washington	3-14-72	6-30-76
Mrs. Robert G. Hayes†	Concord	3-14-72	6-30-76
Mrs. G. W. Marsh, Sr.†	Bath	3-14-72	6-30-76
Mrs. William W. Studdert†	Greensboro	3-14-72	6-30-76
Mrs. W. Arthur Tripp[197e]	Greenville	3-14-72	6-30-76
William E. Cobb, Jr.[197f]	Pinetops	3-14-72	6-30-72
		10-6-72	6-30-77

William Harold Butt†	Charleston, S.C.	10-6-72	6-30-77
D. Russell Clark	Tarboro	10-6-72	6-30-77
Mrs. John W. Labouisse†	Durham	10-6-72	6-30-77
Mrs. Fred Morrison†	Washington, D.C.	10-6-72	6-30-77

Historic Hillsborough Commission[198]

Isabel Webb[198a]	Durham	9-20-70	5-1-73
Mrs. George B. Daniel, Jr.[198b]	Chapel Hill	4-20-70	5-1-71
Mrs. D. St. Pierre Dubose†	Chapel Hill	4-20-70	5-1-75
Mrs. Alfred G. Engstrom†	Hillsborough	4-20-70	5-1-75
Edwin J. Hamlin†	Hillsborough	4-20-70	5-1-75
Mrs. Quentin W. Patterson[198c]	Hillsborough	4-20-70	5-1-75
Mrs. R. W. Isley[198d]	Cedar Grove	4-20-70	5-1-75
Mrs. Geneva Warren[198e]	Prospect Hill	4-20-70	5-1-75
Grady A. Brown[198f]	Hillsborough	4-20-70	5-1-75
Mrs. L. Richardson Preyer†	Greensboro	4-20-70	5-1-75
Durward T. Stokes[198g]	Graham	4-20-70	5-1-75
Mrs. William C. Ray[198h]	Hillsborough	1-20-72	10-1-77

[196] The commission was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(26); G.S. 143A-215. As established by the 1961 General Assembly, the commission consists of not less than fifteen members to be appointed by the governor, as well as three ex officio members: the mayor of Edenton, the chairman of the Board of Commissioners of Chowan County, and the director of the Department of Archives and History. The governor's appointees serve at his pleasure. S.L., 1961, c. 1009, s. 1; S.L., 1963, c. 198.

[197] The commission was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(27); G.S. 143A-216. The 1965 General Assembly rewrote the law to provide for a membership of twenty-five, serving five-year terms, with the addition of the mayor of the town of Bath, the director of the State Department of Archives and History, and the chairman of the Beaufort County Board of Commissioners as ex officio members. S.L., 1965, c. 353.

[197a] Succeeded C. Wingate Reed.
[197b] Succeeded Wayland J. Sermons.
[197c] Succeeded Mrs. Philip Godwin.
[197d] Succeeded Mrs. William Rumley, Jr.
[197e] Succeeded Mrs. Archie Burrus.
[197f] Succeeded Grayson H. Harding, deceased.

[198] The commission was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(28); G.S. 143A-217. As established by the 1963 General Assembly, the commission for the preservation and restoration of historic Hillsborough consists of not less than fifteen members appointed by the governor. After initial staggered terms, members serve for six years. Ex officio members include the mayor of Hillsborough; the chairman of the board of commissioners, the register of deeds, and the clerk of superior court of Orange County; and the director of the State Department of Archives and History. S.L., 1963, c. 196, S. 1.

[198a] Succeeded Hunter Sweaney, deceased.
[198b] Succeeded Joe P. Hughes.
[198c] Succeeded Mrs. Lyman A. Cotton.
[198d] Succeeded Frank H. Kenan.
[198e] Succeeded C. W. Stanford, Jr.
[198f] Succeeded L. J. Phipps.
[198g] Succeeded Richard Walser.
[198h] Succeeded James H. Coman, Jr.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Lucius M. Cheshire†	Hillsborough	1-20-72	10-1-77
James Webb†	Greensboro	1-20-72	10-1-77
Hugh Conway Browning†	Hillsborough	1-20-72	10-1-77
Mrs. Fred S. Cates†	Hillsborough	1-20-72	10-1-77
A. H. Graham†	Hillsborough	1-20-72	10-1-77
Mary Belle Forrest†	Hillsborough	1-20-72	10-1-77
Mrs. S. R. Prince†	Reidsville	1-20-72	10-1-77
JOHN MOTLEY MOREHEAD MEMORIAL COMMISSION[199]			
Orton A. Brown†	Greensboro	10-20-70	7-1-76
Walter Gordon Latham†	Greensboro	10-20-70	7-1-76
George H. Roach†	Greensboro	10-20-70	7-1-76
Ronald W. Irwin[199a]	Greensboro	11-3-72	7-1-73
Shannon T. Lambeth†	Greensboro	11-3-72	7-1-77
Katherine H. Taylor†	Greensboro	11-3-72	7-1-77
Dorsey Wiley, Sr. [199b]	Yanceyville	11-3-72	7-1-77
HISTORIC MURFREESBORO COMMISSION[200]			
Helen A. Barnes†	Murfreesboro	4-15-70	3-7-75
Walter C. Lackey†	Murfreesboro	4-15-70	3-7-75
Frank H. Kenan†	Durham	4-15-70	3-7-75
Mrs. Franklin S. Seiling[200a]	Gates	6-16-70	3-7-75
Clarence Parker†	Woodland	4-15-70	3-7-75
E. Frank Stephenson, Jr.†	Murfreesboro	4-15-70	3-7-75
Mrs. C. H. Boykin[200b]	Halifax	4-15-70	3-7-75
Walter J. Brown III[200c]	Murfreesboro	4-15-70	3-7-74
Mrs. Carol Grotnes Belk†	Charlotte	4-15-70	3-7-74
John W. Gatling†	Asheville	4-15-70	3-7-74
Mrs. A. Pilston (Mildred Van) Godwin, Jr.†	Raleigh	4-15-70	3-7-74
Bob F. Hill†	Murfreesboro	4-15-70	3-7-74
Mrs. O. W. Pittman†	Ahoskie	4-15-70	3-7-74
Mrs. Charles Lee Smith, Jr.[200d]	Raleigh	4-15-70	3-7-72
		10-2-72	3-7-77
H. K. Burgwyn[200e]	Murfreesboro	4-15-70	3-7-72
		10-2-72	3-7-77

Roberts H. Jernigan, Jr.[200f]	Ahoskie	4-15-70	3-7-71
		10-2-72	3-7-76
Archie K. Davis†	Winston-Salem	10-2-72	3-7-77
Charles J. Dunn†	Raleigh	10-2-72	3-7-77
Mrs. Elizabeth O. Mizelle[200g]	Ahoskie	10-2-72	3-7-77
Mrs. R. H. Underwood†	Murfreesboro	10-2-72	3-7-77
Mrs. John Barrow†	Ahoskie	10-2-72	3-7-76
John W. Parker†	Chapel Hill	10-2-72	3-7-76
Mrs. Lillian Robinson†	Littleton	10-2-72	3-7-76
Harry W. Whitley†	Murfreesboro	10-2-72	3-7-76
Mrs. Dorothy Heath Brown, *chairman*[200h]	Murfreesboro	5-23-72	3-7-76

Charles B. Aycock Memorial Commission[201]

Mrs. David Jernigan	Mount Olive	6-24-70	5-24-71
		11-21-72	5-24-77
Mrs. D. J. Rose[201a]	Goldsboro	8-12-70	5-24-71
		11-21-72	5-24-77
Winston Davis[201b]	Fremont	6-24-70	5-24-73
Mrs. Charles Powell†	Goldsboro	6-24-70	5-24-73
Mrs. Martha Stroud†	Goldsboro	6-24-70	5-24-73

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[199] The commission was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(29); G.S. 143A-218. Nineteen members compose this commission, of whom nine are appointed by the governor, three are appointed by the Board of County Commissioners of Guilford County, three are appointed by the City Council of Greensboro, and four serve ex officio (the director of the State Department of Archives and History, the superintendent of public instruction, the director of the Department of Conservation and Development, and the state treasurer). Following initial staggered appointments, terms are for six years. S.L., 1959, c. 1308.

[199a] Succeeded Mrs. Huger S. King.

[199b] Succeeded Robert H. Frazier.

[200] The commission was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(30); G.S. 143A-219. The commission was created by the 1967 General Assembly. In addition to thirty appointive members are ex officio members: mayor of the town of Murfreesboro, president of Chowan College, chairman of the Hertford County Board of Commissioners, and director of the State Department of Archives and History. S.L., 1967, c. 18.

[200a] Succeeded Frank H. Keenan.

[200b] Succeeded Mrs. Margaret T. Harper.

[200c] Succeeded Gilbert T. Stephenson.

[200d] Succeeded Mrs. John S. Lawrence.

[200e] Succeeded Mrs. Lois Vann Wynn.

[200f] Succeeded Julian Myrick.

[200g] Succeeded Thomas C. Ellis.

[200h] Succeeded Edwin P. Brown, deceased.

[201] The commission was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(31); G.S. 143A-220. There are twenty-one members, three of whom serve as ex officio members (the director of the Department of Archives and History, the superintendent of public instruction, and the director of the Department of Conservation and Development), and eighteen of whom are appointed by the governor for six-year terms. S.L., 1949, c. 1021.

[201a] Succeeded Henry Lewis Stephenson.

[201b] Succeeded Gertrude Carraway.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Mrs. Weltha Moore[201c]	Goldsboro	6-24-70	5-24-73
Latney Pittard[201d]	Mount Olive	6-24-70	5-24-73
Cecil P. Merritt[201e]	Goldsboro	6-24-70	5-24-73
Robert Aiken†	Snow Hill	11-21-72	5-24-77
John Hosea Kerr III†	Goldsboro	11-21-72	5-24-77
W. Dortch Langston, Sr.†	Goldsboro	11-21-72	5-24-77
John Gaston Peacock, Jr.†	Fremont	11-21-72	5-24-77
Hardy Talton†	Pikeville	11-21-72	5-24-77
Lewis William Tappan†	Clinton	11-21-72	5-24-77
Mrs. James L. Williams†	Goldsboro	11-21-72	5-24-77
Mrs. Nancy Chase†	Eureka	11-21-72	5-24-77
Wilton Rowe[201f]	Snow Hill	11-21-72	5-24-77
Lafayette Westbrook[201g]	Goldsboro	11-21-72	5-24-77
FRYING PAN LIGHTSHIP MARINE MUSEUM COMMISSION[202]			
C. Bion Sears†	Whiteville	9-9-69	6-30-74
DEPARTMENT OF MILITARY AND VETERANS' AFFAIRS[203]			
John Albert Lang, Jr., *secretary*	Greenville	3-28-72	Pleasure of the governor
ADJUTANT GENERAL'S DEPARTMENT[204]			
Claude T. Bowers, *adjutant general*†	Warrenton	8-5-69	Pleasure of the governor
Ferd L. Davis, *adjutant general*[204a]	Zebulon	2-1-70	Pleasure of the governor
NORTH CAROLINA NATIONAL GUARD ADVISORY BOARD[205]			
Kenneth E. Nantz[205a]	Charlotte	5-6-70	7-31-71
Robert R. Harris[205b]	Sanford	5-6-70	7-31-71
James M. Fletcher[205c]	Butner	3-14-72	7-31-73
William Thomas Bundy, Jr.[205d]	Charlotte	3-14-72	7-31-73
NORTH CAROLINA CIVIL DEFENSE AGENCY[206]			
James W. Denning, *director*	Angier	7-18-69	Pleasure of the governor
William L. Bynum, *acting director*[206a]	Raleigh	7-31-72	Pleasure of the governor
David Lofton Britt, *director*[206b]	Raleigh	12-13-72	Pleasure of the governor

State Civil Air Patrol[207]

William O. Bradford[207a]	Huntersville	12-17-70	9-1-71
Mrs. Pam O. Brown[207b]	Charlotte	12-17-70	9-1-71
Floyd S. Pike[207c]	Mount Airy	12-17-70	9-1-71
Arthur W. Clark[207d]	Durham	6-30-72	9-1-73
Henry F. Murray[207e]	Winston-Salem	6-30-72	9-1-73
Allan A. Smith[207f]	Raleigh	6-30-72	9-1-73

State Board of Veterans Affairs[208]

William E. Bass†	Hickory	6-5-69	5-16-74
W. Dudley Robbins†	Willard	10-30-70	5-16-75

201c Succeeded Mrs. Charles G. Doak.
201d Succeeded D. J. Rose.
201e Succeeded William T. Joyner.
201f Succeeded Frank P. Graham.
201g Succeeded Gertrude Weil.

202 The commission was transferred to the Department of Art, Culture and History July 14, 1971. S.L., 1971, c. 864, s. 19(32); G.S. 143A-221. The commission, created by the 1967 General Assembly, consists of two members appointed by the governor and five by the board of aldermen of the city of Southport. Following the expiration of initial staggered terms, members serve for three years. G.S. 143-369.1; S.L., 1967, c. 1216.

203 See S.L., 1971, c. 864, s. 20 and G.S. 143A-231 through 143A-238 for provisions relating to the Department of Military and Veterans' Affairs.

204 The department was transferred to the Department of Military and Veterans' Affairs July 14, 1971. S.L., 1971, c. 864, s. 20(4); G.S. 143A-233. The adjutant general, who must have had five years commissioned service in the military service, is appointed by the governor to serve at his pleasure. G.S. 127-12.

204a Succeeded Claude Thomas Bowers, retired.

205 The board functions with the Adjutant General's Department, which was transferred to the Department of Military and Veterans' Affairs. G.S. 143A-233. This board is composed of the adjutant general, the general officers of the active National Guard, and two other members of the active National Guard appointed by the governor for two-year terms. S.L., 1957, c. 136; G.S. 127-18.

205a Succeeded James Whitfield Winfrey.
205b Succeeded William H. Vanderlinden, Jr.
205c Succeeded Kenneth E. Nantz.
205d Succeeded Robert R. Harris.

206 The agency was transferred to the Department of Military and Veterans' Affairs July 14, 1971. S.L., 1971, c. 864, s. 20(5); G.S. 143A-234. The director of the agency is appointed by the governor to serve at his pleasure. G.S. 166-3.

206a Succeeded James W. Denning.
206b Succeeded William L. Bynum.

207 The patrol was transferred to the Department of Military and Veterans' Affairs July 14, 1971. S.L., 1971, c. 864, s. 20(6); G.S. 143A-235. Three members are appointed by the governor and six serve ex officio as specified by the General Assembly. Appointive members serve terms of two years each. G.S. 167-1; S.L., 1953, c. 1231, s. 1.

207a Succeeded Samuel Cummings Hair.
207b Succeeded Stanhope Lineberry.
207c Succeeded Henry Morrison Smith.
207d Succeeded William O. Bradford.
207e Succeeded Mrs. Pam O. Brown.
207f Succeeded Floyd S. Pike.

208 The board was transferred to the Department of Military and Veterans' Affairs July 14, 1971. S.L., 1971, c. 864, s. 20(7); G.S. 143A-236. Five members are appointed to the board for five-year terms; all must be veterans and must represent both major political parties. G.S. 165-5; S.L., 1945, c. 723; S.L., 1967, c. 1060. s. 1.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Robert L. Lowder[208a]	Albemarle	5-16-71	5-16-76
John R. Dickerson†	Monroe	6-21-72	5-16-77
NORTH CAROLINA ARMORY COMMISSION[209]			
Maj. Gen. William M. Buck[209a]	Warsaw	3-16-70	Pleasure of the governor
Maj. Gen. Daniel K. Edwards	Durham	3-16-70	Pleasure of the governor
Maj. Aubrey E. Harrell[209b]	Robersonville	1-20-72	Pleasure of the governor
Lt. Col. Edward Holt Wade[209c]	Cary	11-17-72	Pleasure of the governor
OTHER AGENCIES, REGIONAL BODIES, AND MISCELLANEOUS STATUTORY BODIES[210]			
COMMISSION OF INDIAN AFFAIRS FOR NORTH CAROLINA[211]			
Garland Patrick	Bolton	3-17-72	7-1-72
James Norman Spaulding	Hallsboro	3-17-72	7-1-73
Mrs. Priscilla Jacobs	Wilmington	3-17-72	7-1-74
W. R. Richardson	Hollister	3-17-72	7-1-74
Herbert J. Richardson	Macon	3-17-72	7-1-73
William McGee	Hollister	3-17-72	7-1-72
		10-19-72	7-1-75
James L. Jacobs	Goldsboro	3-17-72	7-1-72
		10-19-72	7-1-75
Roy Chance	Dunn	3-17-72	7-1-73
James D. Brewington	Clinton	3-17-72	7-1-74
John W. Oxendine	Lumberton	3-17-72	7-1-74
Earlie B. Maynor	Pembroke	3-17-72	7-1-73
Dalton P. Brooks	Pembroke	3-17-72	7-1-72
Mrs. Linda Fay Jacobs[211a]	Bolton	10-19-72	7-1-75
Bobby Dean Locklear[211b]	Pembroke	10-19-72	7-1-75
Herman Dial[211c]	Pembroke	10-19-72	7-1-73
Luther H. Moore[211d]	Maxton	1-3-73	7-1-75
Dexter Brooks[211e]	Pembroke	1-3-73	7-1-73
NORTH CAROLINA SEASHORE ADVISORY BOARD[212]			
Arthur Bryan Bass	Tarboro	10-17-69	Pleasure of the governor
Everett Blake, Jr.	Wilson	10-17-69	Pleasure of the governor
William M. Cochrane	Washington, D.C.	10-17-69	Pleasure of the governor

Douglas Davenport	Creswell	10-17-69	Pleasure of the governor
Russell Patten Geer	Sanford	10-17-69	Pleasure of the governor
George H. Green	Wrightsville Beach	10-17-69	Pleasure of the governor
Edith Marsh	Raleigh	10-17-69	Pleasure of the governor
Courtney Mitchell, Jr.	Kinston	10-17-69	Pleasure of the governor
Ray W. Nabors	Fayetteville	10-17-69	Pleasure of the governor
Columbus C. Snow	Washington	1-12-70	Pleasure of the governor
John H. Swindell	Swan Quarter	10-17-69	Pleasure of the governor
Robert Lee Stallings	New Bern	10-17-69	Pleasure of the governor

Board of Control for the Southern Regional Council for Education[213]

A. Craig Phillips[213a]	Raleigh	8-5-69	6-30-73
Dwight W. Quinn[213b]	Kannapolis	9-30-70	6-30-74
William C. Friday†	Chapel Hill	6-30-71	6-30-75
J. Russell Kirby[213c]	Wilson	10-24-72	6-30-76

State Education Assistance Authority[214]

J. Russell Kirby, *chairman*†	Wilson	11-7-69	1-18-73

208a Succeeded Jack L. Rider.

209 The commission was transferred to the Department of Military and Veterans' Affairs July 14, 1971. S.L., 1971, c. 864, s. 20(8); G.S. 143A-237. The governor, attorney general, adjutant general, and two officers on the active list of the N.C. National Guard are appointed by the governor to serve at his pleasure. G.S. 143-230.

209a Succeeded Maj. Gen. William M. Buck.

209b Succeeded Maj. Aubrey E. Harrell.

209c Succeeded Maj. Gen. Ivan Hardesty.

210 The governor is required by law to make appointments to numerous other bodies not included in the reorganization bill. Some of these are regional groups to which he appoints one or more North Carolinians. He is also required to make appointments for the government of several towns and for the administration of several institutions not listed elsewhere in this volume.

211 The commission consists of seven ex officio members: the speaker of the House, the lieutenant governor, and the directors of the Department of Social Services, Employment Security Commission, State Board of Health, State Department of Conservation and Development, and Department of Labor. Twelve Indian members, selected by tribal or community consent, are appointed by the governor. Three are Lumbee, three Haliwa, three Waccamaw Siouan, and three Coharie. The commission was established as an independent body in 1971. S.L., 1971, c. 1013; G.S. 71-16.

211a Succeeded Garland Patrick.

211b Succeeded Dalton P. Brooks.

211c Succeeded Earlie B. Maynor.

211d Succeeded Bobby Dean Locklear.

211e Succeeded Herman Dial.

212 The 1969 General Assembly abolished the North Carolina Seashore Commission and set up in its place an eleven-member North Carolina Seashore Advisory Board. This board was abolished in 1971. S.L., 1969, c. 1143; S.L., 1971, c. 882.

213 The North Carolina membership of this board consists of the governor, who serves ex officio during his tenure of office, and four additional members appointed by the governor for four-year terms. At least one of the gubernatorial appointees shall be selected from the field of education and at least one shall be a member of the legislature. S.L., 1949, res. 26; S.L., 1957, res. 27.

213a Succeeded Charles F. Carroll.

213b Succeeded Hector MacLean.

213c Succeeded George Watts Hill, Jr.

214 Seven members are appointed by the governor for four-year terms, following initial staggered terms. S.L., 1965, c. 1180; G.S. 116-203.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
W. H. Plemmons[214a]	Boone	11-7-69	1-18-73
Victor E. Bell, Jr.†	Raleigh	1-26-70	1-18-74
W. Burkette Raper[214b]	Wilson	4-29-71	1-18-75
Mrs. Carrie W. Harper†	Greensboro	4-29-71	1-18-75
Roger Gant, Jr.†	Glen Raven	4-17-72	1-18-76
Edwin C. Baker[214c]	Raleigh	4-17-72	1-18-76
RESEARCH TRIANGLE REGIONAL PLANNING COMMISSION[215]			
Oscar R. Ewing†	Chapel Hill	7-3-71	7-1-75
William L. McLaurin†	Raleigh	9-3-71	7-1-75
Ralph P. Rogers[215a]	Durham	9-3-71	7-1-75
EASTERN NORTH CAROLINA REGIONAL HOUSING AUTHORITY[216]			
W. Dortch Langston, Jr.[216a]	Goldsboro	8-27-69 4-9-70	4-10-70 4-10-75
SOUTHWESTERN REGIONAL HOUSING AUTHORITY[216]			
Ned Tucker	Sylva	8-30-70	8-3-75
UNIFOUR REGIONAL HOUSING AUTHORITY[216]			
Robert M. Shores, Jr.	Hickory	10-14-71	6-30-76
MUNICIPAL BOARD OF CONTROL[217]			
John H. Bell, Jr.	Elizabeth City	11-22-71	Pleasure of the governor
J. Paul Russell	Troy	11-22-71	Pleasure of the governor
TOWN OF ATLANTIC BEACH[218]			
Moses L. Brown[218a]	Atlantic Beach	4-21-69	4-30-73
Gary S. Walters[218b]	Atlantic Beach	4-21-69	4-30-73
Sylvester Fleming[218c]	Atlantic Beach	4-21-69	4-30-73
A. B. Cooper, Jr.[218d]	Atlantic Beach	4-21-69	4-30-73
Ralph D. Blackburn[218e]	Atlantic Beach	4-21-69	4-30-73

Commissioners of the Town of Boiling Spring Lake[219]

Arthur M. Green†	Southport	5-7-69	5-31-74
David Allen Brodeaux[219a]	Southport	5-7-69	5-31-74

Central Orphanage of North Carolina[220]

Melvin Satterwhite Currin†	Oxford	9-30-69	5-9-73
John Pearson Harris, Jr.[220a]	Oxford	9-30-69	5-9-73
Roy L. Noblin†	Oxford	9-30-69	5-9-73
John S. Watkins, Jr.†	Oxford	9-30-69	5-9-73
William Thornton Yancey†	Oxford	9-30-69	5-9-73
Thornton Halliburton Yancey[220b]	Oxford	6-15-70	5-9-73

Oxford Orphanage Board of Trustees[221]

Benjamin Cone†	Greensboro	11-7-69	4-15-73
Robert Lafayette Martin†	Bethel	11-7-69	4-15-73
Harvey Ward Smith†	Beaufort	11-7-69	4-15-73

[214a] Succeeded Arthur D. Wenger.
[214b] Succeeded George Watts Hill, Jr.
[214c] Succeeded H. Edmunds White.
[215] The commission is composed of fifteen members, three of whom are appointed by the governor for four-year terms. One member each must be a resident of the three counties of Durham, Orange, and Wake, and must have an interest in the development of the three-county area. S.L., 1959, c. 642.
[215a] Succeeded James R. Hawkins.
[216] If the area of operation of a regional housing authority consists at any time of an even number of counties, the governor shall appoint one additional commissioner to such authority, except that such term shall end at any earlier time that the area of operation shall be changed to consist of an odd number of counties. The appointment is for five years. G.S. 157-36.
[216a] Succeeded Robert L. McMillan resigned.
[217] Of the five members, three are ex officio: the secretary of the Local Government Commission and the chairmen of the Senate and House committees on local government. The governor appoints one elected municipal official and one elected county official. S.L., 1971, c. 921.
[218] A mayor and four aldermen are appointed every four years by the governor upon the recommendations of the majority of property owners of the town. *Public Local Laws . . . 1937*, c. 433, s. 9; S.L., 1965, c. 507.
[218a] Succeeded M. G. Coyle
[218b] Succeeded J. C. Sherrill, Sr.
[218c] Succeeded Mack G. Smith.
[218d] Succeeded James D. Shelor.
[218e] Succeeded Walter B. Warren.
[219] The governing body consists of five commissioners appointed by the governor upon recommendation by the county and town officials. Following initial staggered terms, appointments are made for four years. From their number the commissioners elect their own mayor. S.L., 1961, c. 182, s. 4.
[219a] Succeeded Charles A. Tate.
[220] The board consists of thirteen members, eight of whom are appointed by the General Assembly and five of whom are white persons from Granville County, appointed by the governor for four-year terms. G.S. 115-344; S.L., 1965, c. 617, s. 2.
[220a] Succeeded Ben K. Lassiter.
[220b] Succeeded William Thornton Yancey.
[221] The board is composed of nine members, of whom three are appointed by the governor for four-year terms. The grand master of Masons of North Carolina serves ex officio, and five members are elected by the Masonic Grand Lodge of North Carolina. *Private Laws, 1923*, c. 119, s. 10; S.L., 1953, c. 60, ss. 9, 10.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
LICENSING BOARDS			
NORTH CAROLINA BOARD OF ARCHITECTURE[222]			
John D. Latimer[222a]	Durham	8-5-69	4-8-74
James C. Hemphill, Jr.[222b]	Charlotte	7-21-70	4-8-75
Thomas P. Turner, Jr.[222c]	Charlotte	6-15-70	4-8-75
Archie Royal Davis†	Durham	3-1-72	4-8-76
Fred W. Butner, Jr.†	Winston-Salem	6-13-72	4-8-77
STATE BOARD OF BARBER EXAMINERS[223]			
Lloyd O. Crowe†	Morehead City	7-21-69	7-1-75
John D. Clay[223a]	Roxboro	8-13-70	7-1-75
George Cecil Clark†	Hickory	12-6-71	7-1-77
NORTH CAROLINA STATE BOARD OF CERTIFIED PUBLIC ACCOUNTANT EXAMINERS[224]			
Theodore N. Grice†	Raleigh	7-20-70	6-30-73
Richard M. Hunter†	Charlotte	7-20-70	6-30-73
Irvin R. Squires, Sr.[224a]	Greensboro	1-13-72	6-30-74
Raymond W. Massey[224b]	Burlington	1-13-72	6-30-74
CHILD DAY CARE LICENSING BOARD[225]			
Mrs. Virginia Alston	Durham	3-20-72	12-31-77
Mrs. Ralph Monday	Claremont	12-2-71	12-31-75
Mrs. J. D. Hartley	Charlotte	12-2-71	12-31-73
Mrs. Rachel Weaver Frazier	Raleigh	3-20-72	12-31-75
Mrs. Sherian W. Sansom	Kinston	12-2-71	12-31-77
Carl C. Staley, Jr.	Greensboro	12-2-71	12-31-73
Mrs. Ellen Lawrence	Mebane	12-2-71	12-31-77
Mrs. Robert L. Marks	High Point	12-2-71	12-31-73
Mrs. James R. Turner	Greensboro	12-2-71	12-31-77
Mrs. Shirley A. Spaulding	Durham	12-2-71	12-31-75
STATE BOARD OF CHIROPRACTIC EXAMINERS[226]			
George Robert Hammond[226a]	Wilson	2-19-69	5-5-71
		7-16-71	5-5-74

Ramey F. Kemp†	Mocksville	6-15-70	5-5-73
Edward E. Flaherty[226b]	Fayetteville	9-9-69	5-5-72
		8-8-72	5-5-75

State Licensing Board for General Contractors[227]

Dwight Stokes[227a]	Albemarle	11-6-69	12-31-73
E. P. Bond†	Lumberton	8-26-70	12-31-74
Clarence Edward Clement[227b]	Hickory	3-24-71	12-31-75
Emory Gordon Singletary†	Greensboro	3-1-72	12-31-76
Raymond A. Bryan	Goldsboro	12-31-72	12-31-77

State Board of Cosmetic Art Examiners[228]

Mrs. Anthony P. (Carol Jean) Cox[228a]	Garner	1-18-72	7-1-74
Mrs. Charles B. (Zada Alligood) Noe[228b]	Beaufort	1-18-72	7-1-74
Mrs. Henry J. (Hattie) Poe[228c]	Charlotte	1-18-72	7-1-74

[222] This board is composed of five members appointed by the governor. Following initial staggered terms, appointments are for five years; all members must have been engaged in the practice of architecture for at least ten years. G.S. 83-2; S.L., 1957, c. 794.

[222a] Succeeded Charles H. Wheatley.

[222b] Succeeded Robert L. Clemmer.

[222c] Succeeded Thomas F. Turner, Jr.

[223] The board consists of three members to be appointed by the governor for six-year terms. Each member must be an experienced barber, having practiced barbering in North Carolina for at least five years. G.S. 86-6.

[223a] Succeeded Lloyd O. Crowe, deceased.

[224] The board consists of four members appointed by the governor for a term of three years and until their successors are appointed. G.S. 93-12; S.L., 1971, c. 738.

[224a] Succeeded William C. Barfield.

[224b] Succeeded Harold Q. Langenderfer.

[225] Fifteen members serve on the board, with ten of them being citizens appointed by the governor for six-year terms and five of whom are state officials: the commissioner of insurance, the commissioner of social services, the state health director, the superintendent of public instruction, and the commissioner of mental health. S.L., 1971, c. 803.

[226] The board consists of three members appointed by the governor for three-year terms. Members must be practicing chiropractors and residents of the state. No more than two members shall be graduates of the same school or college of chiropractic. G.S. 90-140, 90-141.

[226a] Succeeded William H. Wynns.

[226b] Succeeded Erle E. Downing.

[227] The board is composed of five members appointed by the governor for five-year terms. At least one member must be in the business of highway construction, one in the business of public utilities, and one in the business of construction of buildings. G.S. 87-2.

[227a] Succeeded Jesse P. Phifer.

[227b] Succeeded Raymond A. Bryan.

[228] The board consists of three members appointed by the governor for three-year terms. Each member must be an experienced cosmetologist who has practiced at least five years, and who is not connected with any cosmetic school, college, or academy. G.S. 88-13.

[228a] Succeeded Mrs. Iris Harrison Lawrence.

[228b] Succeeded Mrs. Lelia Stevens Thompson.

[228c] Succeeded Mrs. Ala McGuire.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
BOARD OF EXAMINERS OF ELECTRICAL CONTRACTORS[229]			
Wayland P. Seagraves†	Raleigh	4-15-69	4-15-72
		6-9-72	4-15-75
James R. McClelland†	Charlotte	4-15-70	4-15-73
Oscar Greene, Jr.†	Kinston	1-24-72	4-15-74
NORTH CAROLINA STATE HEARING AID DEALERS AND FITTERS BOARD[230]			
Frances S. Dickinson Warren	Durham	11-5-69	9-24-71
Hubert Tracy Smith, Jr.	Greenville	11-5-69	9-24-72
		8-8-72	9-24-76
Harlan Siegler Cato, Jr.	Greensboro	11-5-69	9-24-73
Herbert Turk	Raleigh	11-5-69	9-24-70
		7-24-70	9-24-75
Hooper Johnson	Wilmington	11-5-69	9-24-71
Clifford H. Hooper	Asheville	11-5-69	9-24-73
Burton B. King	Durham	1-29-70	9-24-72
		8-8-72	9-24-76
William R. Amann[230a]	Charlotte	11-28-71	9-24-75
NORTH CAROLINA LICENSING BOARD OF LANDSCAPE ARCHITECTS[231]			
Richard C. Bell	Raleigh	12-11-69	7-1-71
		9-8-71	7-1-75
Charles A. Fountain	Greensboro	12-11-69	7-1-72
		8-28-72	7-1-76
John H. Harris	Raleigh	12-11-69	7-1-72
Robert McDonald	Charlotte	12-11-69	7-1-73
John V. Townsend, *chairman*	Greensboro	12-11-69	7-1-73
Kenneth R. Coulter[231a]	Durham	8-28-72	7-1-76
STATE BOARD OF REGISTRATION FOR PROFESSIONAL ENGINEERS AND LAND SURVEYORS[232]			
Richard Henry Moore[232a]	Asheboro	2-27-70	12-31-74
L. T. Gibbs[232b]	Rutherfordton	2-27-70	12-31-73
John D. Watson[232c]	Greensboro	2-27-70	12-31-71
		1-18-72	12-31-76
Clarence Harold Blue[232d]	Southern Pines	2-27-70	12-31-73

Robert D. Inman[232e]	Tabor City	2-27-70	12-31-72
		12-31-72	12-31-77
Robert F. Ruffner[232f]	Raleigh	2-27-70	12-31-70
		11-25-70	12-31-75

NORTH CAROLINA BOARD OF NURSING[233]

Eston R. Caldwell, Jr.†	Statesville	8-6-69	1-1-73
		12-1-72	1-1-77
Mrs. Richard J. Lutz[233a]	Asheville	8-6-69	1-1-73
		12-1-72	1-1-77
Mrs. Ruth Lambert Harris†	Black Mountain	2-12-70	1-1-74
Mrs. Willie H. Hollingsworth[233b]	Faison	2-12-70	1-1-74
Frances Cress[233c]	Concord	2-12-70	1-1-74
Mrs. Jeanne Boykin[233d]	Goldsboro	2-12-70	1-1-74
Mrs. Shirley Jenkins[233e]	Biscoe	2-12-70	1-1-74
Frances McManus[233f]	Hamlet	2-12-70	1-1-71
		3-30-71	1-1-75

[229] The board consists of three members appointed by the governor for three-year terms; and ex officio members as follows: a representative of the Department of Insurance, appointed by the insurance commissioner and a representative of the North Carolina Association of Electrical Contractors, selected by the governing body of that organization. The governor's appointees are selected from specified groups. G.S. 87-39; S.L., 1969, c. 669.

[230] This board consists of seven members to be appointed by the governor. After initial staggered terms, members serve for four years. G.S. 93D-3; S.L., 1969, c. 999.

[230a] Succeeded Frances S. Dickinson Warren.

[231] The board consists of five members appointed by the governor; each member shall have been engaged in the practice of landscape architecture in North Carolina for at least five years. After initial staggered terms, members shall serve four-year terms. G.S. 89A-3; S.L., 1969, c. 672.

[231a] Succeeded John H. Harris.

[232] The board is composed of six members appointed by the governor for five-year terms, following initial staggered terms. Four of the members must be registered engineers, and two registered land surveyors; and all must have been engaged in the practice of their profession for at least ten years. G.S. 89-4; S.L., 1957, c. 1060; S.L., 1965 c. 940.

[232a] Succeeded George S. Rawlins.

[232b] Succeeded Robert B. Rice.

[232c] Succeeded Ernest Elsevier.

[232d] Succeeded William Newton Turner.

[232e] Succeeded Alonzo Edward Little.

[232f] Succeeded Chilton Ronald Jones

[233] The board consists of twelve members appointed by the governor for four-year terms. Five members are to be registered nurses, two are to be physicians, two are to be administrators of hospitals operating or associated with educational units in nursing, and three are to be licensed practical nurses. The 1965 law rewrote the section; appointments are of persons formerly on the Board of Nurse Registration and Nursing Education. G.S. 90-159; S.L., 1965, c. 578; S.L., 1969, c. 844.

[233a] Succeeded Eugene Smith.

[233b] Succeeded Mrs. Mae Adams Beard.

[233c] Succeeded Mrs. Doris Pierce Crowder.

[233d] Succeeded Mrs. Jessie Propst Kiser.

[233e] Succeeded Mrs. Helen Sullivan Miller.

[233f] Succeeded Mrs. William Daniel James, deceased.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Robert Wall[233g]	Concord	2-12-70	1-1-72
		2-25-72	1-1-76
Ernest Furgurson	Plymouth	3-30-71	1-1-75
John C. Blanton	Ahoskie	3-30-71	1-1-75
Mrs. Jack B. Richardson[233h]	Salisbury	2-25-72	1-1-76
NORTH CAROLINA STATE BOARD OF EXAMINERS FOR NURSING HOME ADMINISTRATORS[234]			
O. A. Keller, Jr.	Sanford	11-6-69	7-1-72
		6-9-72	7-1-75
James T. Johnson	Rich Square	11-6-69	7-1-72
		6-9-72	7-1-75
Joseph F. Coble	Durham	11-6-69	7-1-72
		6-9-72	7-1-75
Richard A. Short	Greensboro	11-6-69	7-1-71
		9-9-71	7-1-74
C. Wesley Allen	Fayetteville	11-6-69	7-1-71
		9-9-71	7-1-74
NORTH CAROLINA STATE BOARD OF OPTICIANS[235]			
J. B. Little[235a]	Wilmington	8-5-69	7-1-74
John W. Southerland[235b]	High Point	8-18-70	7-1-75
Herbert L. Ridgeway†	Raleigh	7-23-71	7-1-76
Jack L. Armstrong[235c]	Winston-Salem	6-16-72	7-1-77
STATE BOARD OF EXAMINERS IN OPTOMETRY[236]			
John W. Hearn, Jr.[236a]	Monroe	7-9-70	5-1-75
John D. Robinson†	Wallace	8-5-69	5-1-74
James S. Bailey[236b]	Charlotte	5-7-71	5-1-73
L. Sidney Christian†	Williamston	7-15-71	5-1-76
Frank B. Day[236c]	Raleigh	6-15-72	5-1-77
STATE BOARD OF OSTEOPATHIC EXAMINATION AND REGISTRATION[237]			
Guy T. Funk†	Winston-Salem	9-5-69	5-1-74
Richard N. McBain[237a]	Tryon	7-15-71	5-1-75
Neva A. McCoy†	Charlotte	7-15-71	5-1-76
Henry W. Frey, Jr.[237b]	Southern Pines	9-6-72	5-1-77

North Carolina Pesticide Board[238]

William Younts Cobb	Raleigh	11-3-71	7-1-73
John L. Freeman	Raleigh	11-3-71	7-1-73
Thomas L. Linton	Raleigh	11-3-71	7-1-73
Hugh S. Surles, Jr.	Rocky Mount	11-3-71	7-1-75
James Outler Wright	Hobbsville	11-3-71	7-1-75
Richard A. Reavis	Statesville	11-3-71	7-1-75
Bruce M. Simpson	Monroe	11-3-71	7-1-75
John C. Williamson[238a]	Raleigh	11-30-71	7-1-75

State Board of Pharmacy[239]

Clarence E. Page, Jr.†	Henderson	4-28-69	4-28-74
William Hurley Randall, Jr.†	Lillington	5-18-70	4-28-75
Harold Vann Day†	Spruce Pine	4-28-71	4-28-76
Jesse M. Pike, Sr.†	Concord	4-7-72	4-28-77
William Robert Adams, Jr.[239a]	Wilson	10-4-72	4-28-74

[233g] Succeeded J. Grayson Brothers, resigned.

[233h] Succeeded Eloise R. Lewis.

[234] The board consists of six members appointed by the governor: two members from a list of active administrators of nonprofit nursing homes certified by the state health director, one member a licensed physician, one member professionally involved in health care training or administration. After initial staggered terms, they serve for three years. No member shall serve more than two consecutive full terms. The state health director is ex officio member. G.S. 90-277; S.L., 1969, c. 843.

[235] The board consists of five members appointed by the governor from a list of names submitted by the North Carolina Opticians Association. Terms of office are for five years. Members shall have been in practice for at least five years. G.S. 90-238, S.L., 1951, c. 1089.

[235a] Succeeded Richard C. Hamilton.

[235b] Succeeded Frank McBryde.

[235c] Succeeded W. B. Fluharty, Jr.

[236] The board is composed of five members elected by the North Carolina State Optometric Society and commissioned by the governor for five-year terms. Members must have been engaged in the practice of optometry for five years. Vacancies are filled by the governor for unexpired terms. G.S. 90-116.

[236a] Succeeded John W. Hearn, Sr.

[236b] Succeeded Lindsay N. Fincannon.

[236c] Succeeded Harold C. Herring.

[237] The board is composed of five members appointed by the governor for terms of five years each. The membership is selected from not less than ten practitioners of osteopathy recommended by the State Osteopathic Society. The governor fills vacancies for unexpired terms in the same manner and may request an increase in the number recommended by the society. G.S. 90-130.

[237a] Succeeded Walter C. Eldrett.

[237b] Succeeded Richard C. Baker.

[238] Seven members are appointed by the governor for staggered four-year terms. S.L., 1971, c. 832. The Pesticide Board was inadvertently listed here. See page 602 for correct placement.

[238a] Succeeded Hugh S. Surles, Jr., deceased.

[239] The board consists of five members, licensed pharmacists who serve five-year terms. Annually the North Carolina Pharmaceutical Association elects a person to fill the vacancy on the board; such person is commissioned by the governor.

[239a] Succeeded Clarence E. Page, Jr., deceased.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
STATE EXAMINING COMMITTEE OF PHYSICAL THERAPISTS[240]			
Elia E. Villanueva†	Durham	2-5-70	1-1-73
Mrs. Virginia Williams[240a]	Charlotte	2-5-70	1-1-73
Frank W. Clippinger, Jr.[240b]	Durham	2-5-70	1-1-72
Mrs. O. Ruth Catoe	Charlotte	4-30-70	1-1-73
Mrs. Sylvia Noble	Charlotte	4-30-70	1-1-73
Charlene M. Nelson[240c]	Chapel Hill	2-5-70	1-1-72
		12-31-71	1-1-75
George Eric Bell, Jr.[240d]	Wilson	12-31-71	1-1-75
Robert E. Meade†	Salisbury	6-18-71	1-1-74
STATE BOARD OF EXAMINERS OF PLUMBING AND HEATING CONTRACTORS[241]			
Woodrow W. Lewellyn[241a]	Winston-Salem	11-5-69	4-25-76
H. G. Baity	Chapel Hill	6-23-70	4-25-77
J. M. Jarrett†	Raleigh	9-7-71	4-25-78
Joseph M. Lee, Jr.†	Durham	9-12-72	4-25-79
NORTH CAROLINA BOARD OF EXAMINERS OF PRACTICING PSYCHOLOGISTS[242]			
Clinton R. Prewett†	Greenville	9-10-69	6-30-72
John E. Williams†	Winston-Salem	9-10-69	6-30-72
Robert C. Carson[242a]	Durham	10-1-70	6-30-73
Glenn M. Woolf†	Charlotte	10-1-70	6-30-73
Arnold D. Krugman[242b]	Durham	12-31-71	6-30-74
Thomas E. Long[242c]	Greenville	7-5-72	6-30-75
Brooke R. Johnson[242d]	Boone	7-5-72	6-30-75
NORTH CAROLINA REAL ESTATE LICENSING BOARD[243]			
James Bartlett Hall†	Belmont	11-18-69	7-31-72
John W. Olive[243a]	Mt. Airy	11-18-69	7-31-72
		11-16-72	7-31-75
Brantley Thomas Poole[243b]	Raleigh	7-28-70	7-31-73
A. P. Carlton†	Greensboro	1-13-72	7-31-74
Henry C. Doby, Jr.[243c]	Albemarle	1-13-72	7-31-74
Billy Edward Hinton[243d]	Clayton	11-16-72	7-31-75

STATE BOARD OF REFRIGERATION EXAMINERS[244]

Richard B. Knight, *chairman*†	Raleigh	6-5-69	1-1-76
Billy B. Smith†	Lumberton	11-20-70	1-1-77
Samuel Whitfield Turner[244a]	Winston-Salem	11-22-71	1-1-78
David B. Zipser[244b]	Wilmington	11-9-72	1-1-79

STATE BOARD OF SANITARIAN EXAMINERS[245]

Robert Wayne Brown†	Asheville	1-26-70	12-15-73
Jesse Simeon Canady†	Fayetteville	1-26-70	12-15-73
Hamilton Wright Stevens, Jr.†	Asheville	1-4-71	12-15-74
Joe Lee Costin†	Kenansville	1-4-71	12-15-74
William C. McIntire, Jr.[245a]	Asheville	3-13-72	12-15-75
Edward Wilkins[245b]	Lumberton	3-13-72	12-15-75

[240] Seven members, including a doctor, four physical therapists, and two physical therapy assistants, are appointed by the governor to serve for three years. Appointees are selected from a list submitted by the North Carolina Therapy Association. G.S. 90-257; S.L., 1969, c. 556.

[240a] Succeeded Charles M. Cameron.

[240b] Succeeded Mary Clyde Singleton.

[240c] Succeeded Mrs. Dorothea Wray.

[240d] Succeeded Frank W. Clippinger, Jr.

[241] The board is composed of seven members, each appointed by the governor for a seven-year term with the term of one member expiring each year. Details regarding membership are included in the law. G.S. 87-16.

[241a] Succeeded Finley Lee.

[242] Five members are appointed by the governor to serve three-year terms; two are to be engaged in graduate teaching or research in psychology and at least two rendering service in psychology; at all times three members shall be licensed practicing psychologists or qualified for licensure; the governor makes selection from ten names submitted by the executive committee of the N. C. Psychological Association, with advice of the chairman of the graduate departments of psychology in the state. G.S. 90-270.6; S.L., 1967, c. 910.

[242a] Succeeded Mary G. Clarke.

[242b] Succeeded Harold M. Corter.

[242c] Succeeded Clinton R. Prewett.

[242d] Succeeded John E. Williams.

[243] The board consists of five members appointed by the governor for three-year terms. Not more than two of the members may be licensed real estate brokers or salesmen. G.S. 93A-3; S.L., 1957, c. 744; S.L., 1971, c. 86.

[243a] Succeeded Paul W. Crayton.

[243b] Succeeded Kenneth Royster Smith.

[243c] Succeeded James Toliver Davis.

[243d] Succeeded James Bartlett Hall.

[244] The board consists of seven members, serving staggered terms, appointed by the governor. Details regarding membership are spelled out in the law. G.S. 87-52; S.L., 1955, c. 912.

[244a] Succeeded Walter H. Jones.

[244b] Succeeded Charles V. Stevens.

[245] The board is composed of nine members, six of whom are appointed by the governor and three of whom serve ex officio. Following initial staggered terms, appointments are for four-year terms. The governor's appointees include four sanitarians, one local health director, and one citizen. G.S. 90A-2; S.L., 1959, c. 1271, s. 2.

[245a] Succeeded M. M. Melvin.

[245b] Succeeded Bob C. Sandford.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
NORTH CAROLINA VETERINARY MEDICAL BOARD[246]			
C. C. McLean†	Southern Pines	1-21-70	7-1-74
James E. Reed[246a]	Gastonia	12-8-70	7-1-75
C. R. Swearingen, Jr.†	Smithfield	3-3-72	7-1-76
Clyde Wells Young	Mocksville	10-16-72	7-1-77
NORTH CAROLINA STATE BOARD OF EXAMINERS IN WATCHMAKING AND REPAIRING[247]			
Walter L. Hanson[247a]	Charlotte	6-24-70	7-1-72
		9-21-72	7-1-76
R. Truett Upchurch[247b]	Durham	1-21-70	7-1-73
Albert F. Rhodes†	Wilmington	9-21-72	7-1-75
Curtis W. Lewis†	Raleigh	9-21-72	7-1-75
Jesse C. Temple†	Winston-Salem	9-21-72	7-1-74
STATE BOARD OF WATER WELL CONTRACTOR EXAMINERS[248]			
Boyce T. Greene, Sr.†	Canton	9-17-69	12-31-71
		5-9-72	12-31-74
Manley Shepherd Martin†	Warrenton	9-17-69	12-31-71
		5-9-72	12-31-74
G. W. Dobo[248a]	Wrightsville Beach	9-17-69	12-31-71
Harry Miles Peek†	Raleigh	9-17-69	12-31-71
		5-9-72	12-31-74
R. O. Heater, Sr.[248b]	Cary	9-17-69	12-31-71
Raymond W. Magette[248c]	Ahoskie	3-19-71	12-31-71
		5-9-72	12-31-74
J. Maurice Jarrett†	Raleigh	5-9-72	12-31-73
Willie A. Setzer[248d]	Claremont	5-9-72	12-31-74
Harley Maie Ennett, Jr.[248e]	Sneads Ferry	5-9-72	12-31-73
BOARDS GOVERNING INSTITUTIONS OF HIGHER EDUCATION			
NORTH CAROLINA BOARD OF HIGHER EDUCATION[249]			
H. Clifton Blue	Aberdeen	8-22-69	6-30-75
John L. Stickley	Charlotte	8-22-69	6-30-75
Addison Hewlett, Jr.[249a]	Wilmington	8-22-69	6-30-73
John A. Pritchett†	Windsor	8-22-69	6-30-75

Board of Governors of the University of North Carolina[250]

George Matthew Wood[250a]	Camden	12-29-72	6-30-73

Agricultural and Technical State University Board of Trustees[251]

David W. Morehead†	Greensboro	10-16-69	6-30-77
Howard C. Barnhill[251a]	Charlotte	10-16-69	6-30-77
George Sockwell†	Gibsonville	10-16-69	6-30-77
Andrew Best†	Greenville	11-24-71	6-30-79
Otis E. Tillman	High Point	11-24-71	6-30-79
Lacy H. Caple[251b]	Lexington	11-24-71	6-30-79

[246] The board is composed of five members who serve five-year terms; members shall be legal residents of the state, licensed to practice veterinary medicine in the state for not less than five years prior to their appointments. G.S. 90-180; S.L., 1961, c. 353, s. 3.

[246a] Succeeded John G. Martin.

[247] The governor appoints five members, each of whom shall be a practicing watchmaker who has followed his occupation for at least two years. Following initial staggered terms, members serve four-year terms. The board was created by the 1967 General Assembly. G.S. 93C-2; S.L., 1967, c. 937, s. 2.

[247a] Succeeded George Washington Ferrell, resigned.

[247b] Succeeded Walter L. Hanson.

[248] As authorized by the 1961 General Assembly, the board consists of seven members appointed by the governor. Requirements for membership are spelled out in the law. Following initial staggered terms, appointments are made for three years. G.S. 87-70; S.L., 1961, c. 997, s. 6.

[248a] Succeeded George A. Moore, Jr.

[248b] Succeeded Jack Faw.

[248c] Succeeded R. O. Heater, Sr.

[248d] Succeeded G. W. Dobo.

[248e] Succeeded James Allen Ingram, Sr.

[249] The 1969 General Assembly amended the statute to increase the membership to twenty-two members, with the governor serving ex officio as a member and chairman. Specified legislative committee chairmen also serve ex officio. Nine members, appointed by the governor to represent the public at large, serve for six years. Four members are selected by boards of trustees of state-supported senior colleges, two selected by boards of trustees of state-supported universities provided no trustee member shall be a member of the General Assembly. The university appointments are for two-year terms. G.S. 116-156, S.L., 1955, c. 1186; S.L., 1965, c. 1096; S.L., 1969, c. 400.

[249a] Succeeded Lindsey C. Warren, who became an ex officio member.

[250] The 1971 General Assembly reorganized institutions of higher learning in North Carolina. At that time the Board of Higher Education was superseded by the Board of Governors of the University of North Carolina. The governor has no appointive powers other than to fill vacancies occuring between July 1, 1972, and June 30, 1973, but he was designated an ex officio member and chairman until December 31, 1972. Sixteen institutions, each retaining a board of trustees, were brought under the overall Board of Governors of the University of North Carolina. Under the bill reorganizing higher education, persons serving as trustees of the regional universities and of the North Carolina School of the Arts, except those elected to the Board of Governors, were to continue to serve for one year beginning July 1, 1972, and the terms of all trustees were to continue for one year. Effective July 1, 1972, a separate board of trustees was to be created for each of the sixteen institutions, with terms ending June 30, 1973. For this period each board was to consist of twelve or more persons elected prior to July 1, 1972, by and from the membership of the Board of Trustees of the University of North Carolina and the president of the student government of the institution who would serve ex officio. The governor would select appointees to fill vacancies. Effective July 1, 1973, additional provisions were to go into effect, but these are not outlined herewith because they occurred after the expiration of the Scott administration. S.L., 1971, c. 1244, s. 1; G.S. 116-2 through 116-4, 116-31.

[250a] Succeeded Ike Andrews.

[251] The board is composed of twelve members appointed by the governor for terms of eight years each, the terms to be staggered so that three vacancies occur every two years. The appointments are subject to confirmation by the General Assembly. G.S. 116-46(1); S.L., 1957, c. 1142; G.S. 116-44.14; S.L., 1967, c. 1038. See also footnote 250.

[251a] Succeeded Elbert Edwin Waddell.

[251b] Succeeded James A. Graham.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
John McArthur, Jr.[251c]	Wakulla	7-19-72	6-30-79
Willie Bernard Nixon[251d]	Burgaw	7-19-72	6-30-77
Franklin Jewel Teague[251e]	Elon College	7-19-72	6-30-77
Marshall Brent Bass[251f]	Winston-Salem	7-19-72	6-30-73
APPALACHIAN STATE UNIVERSITY BOARD OF TRUSTEES[252]			
D. Wright Crater[252a]	North Wilkesboro	8-11-69	6-30-73
Mrs. Robert C. Rivers[252b]	Boone	8-11-69	6-30-77
William B. Rankin†	Lincolnton	8-11-69	6-30-77
Wayne Shoaf†	Lexington	8-11-69	6-30-77
John Frank†	Mount Airy	11-24-71	6-30-79
E. G. Lackey†	Winston-Salem	11-24-71	6-30-79
George W. Marion, Jr.[252c]	Dobson	11-24-71	6-30-79
Furman P. Bodenheimer, Jr.[252d]	Greensboro	7-5-72	6-30-77
B. Irvin Boyle[252e]	Charlotte	7-5-72	6-30-75
EAST CAROLINA UNIVERSITY BOARD OF TRUSTEES[253]			
Ashley B. Futrell[253a]	Washington	10-6-69	6-30-77
Mrs. J. Russell Kirby†	Wilson	10-6-69	6-30-77
Reginald McCoy†	Laurinburg	10-6-69	6-30-77
David Whichard†	Greenville	11-15-71	6-30-79
H. Horton Roundtree[253b]	Greenville	11-15-71	6-30-79
Frederic L. Cox[252c]	Grifton	11-15-71	6-30-79
K. Edward Greene[253d]	Dunn	7-20-72	6-30-77
Robert L. Jones[253e]	Raleigh	7-20-72	6-30-75
C. Ralph Kinsey, Jr.[253f]	Charlotte	7-20-72	6-30-75
Clarence W. Wickham[253g]	Tarboro	11-16-72	6-30-73
ELIZABETH CITY STATE UNIVERSITY BOARD OF TRUSTEES[254]			
John C. Bias†	Scotland Neck	2-5-70	6-30-77
Clarence W. Griffin†	Williamston	2-5-70	6-30-77
Lorimer W. Midgett[254a]	Elizabeth City	2-5-70	6-30-77
Andrew H. Williams[254b]	Elizabeth City	11-24-71	6-30-79
W. W. Hoffler[254c]	Elizabeth City	11-24-71	6-30-79
J. Wilbert Forbes[254d]	Raleigh	11-24-71	6-30-79
Charles Johnson[254e]	Durham	8-29-72	6-30-75

Fayetteville State University Board of Trustees[255]

G. S. Butler†	Fayetteville	11-21-69	6-30-77
W. R. Collins†	Smithfield	11-21-69	6-30-77
Emil Rosenthal†	Goldsboro	11-21-69	6-30-77
E. B. Turner[255a]	Lumberton	11-21-69	6-30-71
		11-15-71	6-30-79
Mrs. Heman R. Clark[255b]	Fayetteville	11-15-71	6-30-79
Victor Dawson†	Fayetteville	11-15-71	6-30-79
Philip Robert Cousin[255c]	Durham	7-5-72	6-30-79

Pembroke State University Board of Trustees[256]

Leroy Marks[256a]	Laurinburg	9-26-69	6-30-70
Harry W. Locklear†	Pembroke	9-26-69	6-30-77
Sankey W. Robinson[256b]	Whiteville	9-26-69	6-30-77

[251c] Succeeded Andrew Best.
[251d] Succeeded Howard C. Barnhill.
[251e] Succeeded George Sockwell.
[251f] Succeeded L. L. Ray.
[252] See footnote 251 to Agricultural and Technical State University; G.S. 116-44.10 and 116-44.12; S.L., 1967, c. 1038; see also footnote 250.
[252a] Succeeded John B. Hagaman, Jr., deceased.
[252b] Succeeded Claude C. Armfield, Jr.
[252c] Succeeded John H. Vickers.
[252d] Succeeded William B. Rankin.
[252e] Succeeded Hugh S. Daniel, Jr.
[253] See footnote 251 to Agricultural and Technical State University; G.S. 116-44.10 and 116-44.11; S.L., 1967, c. 1038; see also footnote 250.
[253a] Succeeded William Blount.
[253b] Succeeded Irving E. Carlyle, deceased.
[253c] Succeeded Mrs. Terry Sanford.
[253d] Succeeded Reginald McCoy.
[253e] Succeeded Charles H. Larkins, Sr.
[253f] Succeeded William W. Taylor, Jr.
[253g] Succeeded Henry Belk, deceased.
[254] See footnote 251 to Agricultural and Technical State University; G.S. 116-44.10; 116-44.14C; S.L., 1969, c. 801; see also footnote 250.
[254a] Succeeded Mrs. W. Arthur Tripp.
[254b] Succeeded Albert G. Byrum.
[254c] Succeeded McDonald Dixon.
[254d] Succeeded Martin L. Wilson.
[254e] Succeeded Maceo A. Sloan.
[255] See footnote 251 to Agricultural and Technical State University; G.S. 116-44.10, 116-44.14D; S.L., 1969, c. 801; see also footnote 250.
[255a] Succeeded K. A. McDonald, resigned.
[255b] Succeeded E. B. Turner.
[255c] Succeeded J. Wilbur Breece.
[256] See footnote 251 to Agricultural and Technical University. G.S. 116-44.10; 116-44.14A; S.L., 1969, c. 388; see also footnote 250.
[256a] Succeeded James E. Hillman.
[256b] Succeeded Raymond B. Mallard.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
W. Earl Britt†	Lumberton	11-23-71	6-30-79
Herman Dial†	Maxton	11-23-71	6-30-79
Ernest Chavis[256c]	Wakulla	11-23-71	6-30-79
Joe Freeman Britt[256d]	Lumberton	7-20-72	6-30-79
Robert B. Davis[256e]	Laurinburg	11-15-72	6-30-73
NORTH CAROLINA CENTRAL UNIVERSITY BOARD OF TRUSTEES[257]			
Louis T. Randolph	Washington	10-14-69	6-30-77
E. K. Powe[257a]	Durham	10-14-69	6-30-77
John R. Larkins†	Raleigh	10-14-69	6-30-77
Wiley T. Armstrong[257b]	Rocky Mount	10-14-69	6-30-73
J. M. Hubbard, Sr.[257c]	Durham	12-3-70	6-30-75
Mrs. Harvey Beech†	Kinston	11-23-71	6-30-79
Julius L. Chambers[257d]	Charlotte	11-23-71	6-30-79
George C. Debnam[257e]	Raleigh	11-23-71	6-30-79
William A. Clement[257f]	Durham	10-16-72	6-30-73
Robert E. Dawson[257g]	Durham	10-16-72	6-30-73
Charles Vernon Holland[257h]	Raleigh	10-16-72	6-30-73
NORTH CAROLINA STATE UNIVERSITY[258]			
C. A. Dillon, Jr.[258a]	Raleigh	1-4-73	6-30-73
WINSTON-SALEM STATE UNIVERSITY BOARD OF TRUSTEES[259]			
Clark S. Brown†	Winston-Salem	9-3-69	6-30-77
Jack O'Kelley[259a]	Graham	9-3-69	6-30-77
Charles C. Ross[259b]	Winston-Salem	9-3-69	6-30-77
J. Gordon Hanes, Jr.†	Winston-Salem	11-24-71	6-30-79
Roland H. Hayes[259c]	Winston-Salem	11-24-71	6-30-79
M. B. Robinson [259d]	Forest City	11-24-71	6-30-79
David Patterson Mast, Jr.[259e]	Winston-Salem	7-17-72	6-30-79
WESTERN CAROLINA UNIVERSITY BOARD OF TRUSTEES[260]			
Clyde Norton[260a]	Old Fort	8-8-69	6-30-77
Jack E. Abbott[260b]	Canton	8-8-69	6-30-77
Wallace N. Hyde[260c]	Asheville	8-8-69	6-30-77
Charles O. Van Gorder[260d]	Andrews	3-10-70	6-30-73

Ted Jordan[260e]	Robbinsville	3-10-70	6-30-71
		11-24-71	6-30-79
F. Carl Harmon[260f]	Spruce Pine	3-10-70	6-30-73
Boyce A. Whitmire†	Hendersonville	11-24-71	6-30-79
Robert Edwards[260g]	Mars Hill	11-24-71	6-30-79
C. Jack Arrington[260h]	Waynesville	3-1-72	6-30-75
Reginald Enloe Moody[260i]	Sylva	7-6-72	6-30-77
Modeal Walsh[260j]	Robbinsville	7-6-72	6-30-75
David E. Henson[260j]	Franklin	10-16-72	6-30-73

North Carolina School of the Arts Board of Trustees[261]

Hugh Cannon†	Raleigh	12-1-70	6-30-76

256c Succeeded John Willie Oxendine.
256d Succeeded W. Earl Britt.
256e Succeeded Hal W. Little.
257 See footnote 251 to Agricultural and Technical State University. Also see S.L., 1969, c. 608 for change of name to North Carolina Central. G.S. 116-44.10; 116.44-14B; see also footnote 250.
257a Succeeded Mrs. Everett I. Bugg, Jr., deceased.
257b Succeeded J. M. Hubbard
257c Succeeded Robert J. Brown.
257d Succeeded Marshall T. Spears, Sr.
257e Succeeded M. H. Thompson.
257f Succeeded Julius L. Chambers.
257g Succeeded Louis T. Randolph.
257h Succeeded J. M. Hubbard, Sr.
258 See footnote 250.
258a Succeeded George Wood, who was appointed to Board of Governors.
259 See footnote 251 to Agricultural and Technical State University. G.S. 116-44.10; 116-44.14E; S.L., 1969, c. 801; see also footnote 250.
259a Succeeded W. R. Crawford
259b Succeeded N. L. Dillard, deceased.
259c Succeeded John McManus Hough.
259d Succeeded Samuel Odell Jones.
259e Succeeded Clark S. Brown.
260 See footnote 251 to Agricultural and Technical State University; S.L., 1967, c. 1038; G.S. 116-44.10; 116-44.13; see also footnote 250.
260a Succeeded Morgan Cooper, deceased.
260b Succeeded Jonathan Woody.
260c Succeeded Charles O. Van Gorder.
260d Succeeded Mrs. Dan K. Moore.
260e Succeeded J. Ramsay Buchanan, deceased.
260f Succeeded W. Harold Mitchell, resigned.
260g Succeeded W. Frank Forsyth, deceased.
260h Succeeded Modeal Walsh.
260i Succeeded Arnold J. Hyde.
260j Succeeded Edward Jordan Whitmire. The appointments book shows both Walsh and Henson succeeding Whitmire.
261 As created by the 1963 General Assembly, this board consists of twelve members, appointed by the governor; the conductor of the North Carolina Symphony and the president of the student government serve ex officio. Members serve six-year terms. G.S. 116-65; S.L., 1963, c. 1116; S.L., 1971, c. 320, s. 4. See also footnote 250.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
James McClure Clarke†	Asheville	12-1-70	6-30-76
Eugene M. Jacobowsky[261a]	Winston-Salem	12-1-70	6-30-76
Sidney Alderman Blackmer[261b]	Salisbury	12-1-70	6-30-76
Mrs. Charles W. Bradshaw, Jr.[261c]	Raleigh	9-21-72	7-1-73
Mrs. Asa T. Spaulding[261d]	Durham	9-21-72	7-1-73
Smith Bagley†	Winston-Salem	9-21-72	7-1-73
Alfred J. Fletcher†	Raleigh	9-21-72	7-1-73
R. Philip Hanes, Jr.†	Winston-Salem	9-21-72	7-1-73
Mrs. J. Everette Miller†	Raleigh	9-21-72	7-1-73
ADVISORY BOARD OF THE SCHOOL FOR THE PERFORMING ARTS[262]			
Richard Adler†	New York	4-21-70	6-30-77
Agnes DeMille†	New York	4-21-70	6-30-77
Madam Eugenie Ouroussow†	New York	4-21-70	6-30-77
Julius Rudel†	Washington, D. C.	4-21-70	6-30-77
Sidney Blackmer, *chairman*†	Salisbury	12-21-72	6-30-79
Paul Green†	Chapel Hill	12-21-72	6-30-79
Jose Limon†	New York	12-21-72	6-30-79
Peter Mennin†	New York	12-21-72	6-30-79
GENERAL ASSEMBLY[263]			
SENATE			
Philip J. Baugh[263a]	Charlotte	8-21-69	End, 1969 General Assembly
William P. Powell[263b]	Mars Hill	12-2-69	End, 1969 General Assembly
James B. Garrison[263c]	Albemarle	8-30-71	End, 1971 General Assembly
J. McNeill Smith, Jr.[263d]	Greensboro	12-31-71	End, 1971 General Assembly
Malcolm Wade Butner[263e]	Salisbury	12-20-72	End, 1973 General Assembly
HOUSE OF REPRESENTATIVES			
Joe L. Berrier[263f]	Thomasville	8-26-69	End, 1969 General Assembly
Roger F. Hall[263g]	Lumber Bridge	9-16-69	End, 1969 General Assembly
Edith Louise Brennan[263h]	Charlotte	9-16-69	End, 1969 General Assembly
Ralph W. Slate[263i]	High Point	10-29-69	End, 1969 General Assembly
Wesley D. Webster[263j]	Madison	7-27-70	End, 1969 General Assembly
Alfreda Webb[263k]	Greensboro	12-31-71	End, 1971 General Assembly

James E. Snyder, Jr.[263l]	Lexington	1-6-72	End, 1971 General Assembly
W. Stanford White[263m]	Manteo	1-25-72	End, 1971 General Assembly
Edward L. Powell[263n]	Winston-Salem	8-4-72	End, 1971 General Assembly

JUDICIAL OFFICIALS AND RELATED APPOINTMENTS

Justices of the Supreme Court of North Carolina[264]

William Haywood Bobbitt, *chief justice*[264a]	Raleigh	11-13-69	Next general election
Daniel Killian Moore[264b]	Raleigh	11-20-69	Next general election

Judges of the North Carolina Court of Appeals[265]

Earl W. Vaughn	Raleigh	7-18-69	1-1-71
William Edgar Graham, Jr.	Charlotte	7-18-69	1-1-71
Robert Alfred Hedrick	Statesville	7-18-69	1-1-71

[261a] Succeeded Wallace Carroll.
[261b] Succeeded Mrs. Wilbur M. Jolly.
[261c] Succeeded Hugh Cannon.
[261d] Succeeded Sam Ragan.

[262] The board consists of at least ten members who shall have achieved national or international distinction as performers, playwrights, or composers. Terms are for eight years. G.S. 116-67; S.L., 1963, c. 1116, s. 1.

[263] The governor follows the recommendation of the county executive committee of the political party to which the vacating legislator belongs in appointing a successor. *Constitution of North Carolina*, Art. II, s. 13; G.S. 163-11.

[263a] Succeeded Charles Kimble Maxwell.
[263b] Succeeded Bruce B. Briggs.
[263c] Succeeded Frank Patterson, deceased.
[263d] Succeeded Hargrove Bowles, Jr.
[263e] Succeeded Phillip J. Kirk, Jr.
[263f] Succeeded Joe H. Hege, Jr.
[263g] Succeeded R. D. McMillan, Jr.
[263h] Succeeded Philip J. Baugh.
[263i] Succeeded J. Howard Coble.
[263j] Succeeded Earl Vaughn.
[263k] Succeeded J. McNeill Smith, Jr.
[263l] Succeeded James E. Snyder.
[263m] Succeeded Archie Burrus.
[263n] Succeeded Fred C. Farmer.

[264] The supreme court is composed of six justices and one chief justice elected by the people for terms of eight years each. Vacancies are filled by appointment of the governor, and justices thus appointed serve until the next general election. *Constitution of North Carolina*, Art. IV, ss. 6, 16; G.S. 163-1, 163-9 and 7A-10; S.L., 1967, c. 108, s. 1.

[264a] Succeeded R. Hunt Parker, deceased, as chief justice.
[264b] Succeeded William H. Bobbitt.

[265] The intermediate court of appeals was established in 1967. Effective January 1, 1969, the number of judges was increased to nine. The governor made temporary appointments as additional judgeships were created. The appointees were to serve until January 1, 1971, but their successors were to be elected at the general election in November, 1970, to take office January 1. G.S. 1-163 and 7A-16; S.L., 1969, c. 1190, s. 3.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
JUDGES OF THE SUPERIOR COURTS[266]			
Charles Thomas Kivett[266a]	Greensboro	11-1-69	1-1-71
L. Bradford Tillery, Jr.[266b]	Wilmington	1-1-70	1-1-71
Charles Mitchell Neaves[266c]	Elkin	1-8-70	1-1-71
James M. Long[266d]	Roxboro	2-16-70	1-1-71
Thomas D. Cooper, Jr.[266e]	Burlington	5-25-70	12-31-70
Robert Dixon Rouse, Jr.[266f]	Farmville	7-27-70	12-30-70
John R. Friday[266g]	Lincolnton	1-1-71	12-31-79
Lacy Thornburg[266h]	Sylva	7-26-71	12-31-74
Perry W. Martin[266i]	Rich Square	11-2-71	12-31-72
Winifred T. Wells[266j]	Wallace	1-25-72	12-31-72
Julius A. Rousseau, Jr.[266k]	N. Wilkesboro	11-20-72	12-31-74
D. Marsh McLelland[266l]	Graham	12-21-72	12-31-78
SPECIAL JUDGES OF THE SUPERIOR COURT[267]			
Marvin Key Blount, Jr.[267a]	Greenville	8-10-70	6-30-71
		7-26-71	6-30-75
James William Copeland†	Murfreesboro	7-26-71	6-30-75
A. Pilston Godwin, Jr.†	Raleigh	7-26-71	6-30-75
Robert M. Martin†	High Point	7-26-71	6-30-75
Sammie Chess, Jr.[267b]	High Point	11-4-71	6-30-75
John Webb[267c]	Wilson	11-4-71	6-30-75
William Z. Wood[267d]	Winston-Salem	11-4-71	6-30-75
Dennis Jay Winner[267e]	Asheville	12-1-72	6-30-75
EMERGENCY JUDGES OF SUPERIOR COURT[268]			
P. C. Froneberger	Gastonia	1-4-71	
Joseph W. Parker	Windsor	11-1-71	
JUDGES OF THE DISTRICT COURTS[269]			
William Alexander Mason[269a]	Belmont	1-24-69	12-4-72
Livingstone Vernon	Morganton	7-22-69	12-4-72
Kenneth M. Carrington	Greensboro	7-22-69	12-4-72
Clifton E. Johnson	Charlotte	8-6-69	12-4-72
Benjamin Beach[269b]	Lenoir	9-25-69	

Stanley Peele[269c]	Chapel Hill	10-15-69	
Napoleon B. Barefoot[269d]	Wilmington	12-12-69	
John M. Walker[269e]	Wilmington	2-20-70	
N. Elton Aydlett[269f]	Elizabeth City	3-5-20	12-7-70
Charles Graham McLean[269g]	Lumberton	7-13-70	12-7-70
William Milton Nowell[269h]	Mt. Olive	7-15-70	12-4-72
Everette C. Carnes[269i]	Marion	8-4-70	12-4-72
Wilton F. Walker, Jr.[269j]	Currituck	9-14-70	12-7-70
Richard William Kirby[269k]	Cherryville	9-17-70	12-4-72

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[266] Judges of the superior court are elected for eight-year terms, beginning in January following the general election. The governor fills vacancies by appointment. Appointees serve until the end of the year following the next general election. Exceptions are spelled out in the law. *Constitution of North Carolina*, Art. IV, s. 9; G.S. 163-1, 163-9, and 7A-45.

[266a] Succeeded Eugene G. Shaw.
[266b] New seat created by 1969 General Assembly.
[266c] Succeeded Allen H. Gwyn, deceased.
[266d] Succeeded Charles Neaves.
[266e] Succeeded Leo Carr, resigned.
[266f] Succeeded William J. Bundy.
[266g] Succeeded P. C. Froneberger.
[266h] Succeeded Thad D. Bryson, Jr.
[266i] Succeeded Joseph W. Parker.
[266j] Succeeded Howard Hubbard.
[266k] Succeeded Robert M. Gambrill.
[266l] Succeeded Thomas D. Cooper, Jr.

[267] The governor may appoint eight special judges for four-year terms. When a special session of superior court is needed, the chief justice may assign a special or emergency judge to hold such a session. G.S. 7A-45, 46.

[267a] Succeeded George R. Ragsdale.
[267b] Succeeded Fate J. Beal.
[267c] Succeeded James C. Bowman.
[267d] Succeeded Lacy H. Thornburg.
[267e] Succeeded William Z. Wood.

[268] An emergency judge is one who was retired subject to recall for active, temporary duty. See footnote 267. The governor issues commissions to emergency judges whose commissions are effective for life. G.S. 7A-50 through 7A-53.

[269] Provisions with regard to district courts are spelled out in the law. Judges are elected to four-year terms. Vacancies occuring before the expiration of a term are filled by the governor who appoints a judge to fill the unexpired term; the appointee is selected from nominations of the bar of the judicial district where the vacancy occurs. G.S. 7A-130; 163-1, 163-9.

[269a] Succeeded William J. Allran.
[269b] Appointed to fill unexpired term which began in 1966.
[269c] Appointed to fill unexpired term which began in 1968.
[269d] Appointed to fill unexpired term of L. Bradford Tillery which began in 1969.
[269e] Appointed to fill unexpired term which began in 1968.
[269f] Succeeded William S. Privott.
[269g] Succeeded Robert F. Floyd, resigned.
[269h] Succeeded Charles P. Gaylor.
[269i] Succeeded Forrest Robbins.
[269j] Succeeded N. Elton Aydlett.
[269k] Succeeded William A. Mason.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
John J. Mahoney, Jr.[269l]	Shelby	1-21-71	
Kenneth A. Griffin[269m]	Charlotte	7-26-71	12-4-72
James Ralph Phillips[269n]	Gastonia	5-23-72	12-4-72
Walter E. Clark, Jr.[269o]	Greensboro	6-13-72	12-4-72
William M. Styles[269p]	Black Mountain	12-14-72	12-2-74
Arnold Max Harris[269q]	Ellenboro	12-27-72	12-2-74
Jasper Bryant Allen, Jr.[269r]	Burlington	12-28-72	12-2-74
SOLICITORS, SUPERIOR COURTS[269A]			
William Douglas Albright	Greensboro	11-1-69	1-1-71
Allan Denny Ivie, Jr.[269Aa]	Eden	1-15-70	1-1-71
Jerry W. Whitley[269Ab]	Charlotte	3-31-70	1-1-71
Herbert F. Pierce[269Ac]	Burlington	6-9-70	1-1-71
Jack Allen Thompson[269Ad]	Fayetteville	8-17-70	1-1-71
Eli Bloom[269Ae]	Greenville	3-1-71	1-1-73
Burley B. Mitchell, Jr.[269Af]	Raleigh	12-28-72	1-1-75
JUDICIAL COUNCIL[270]			
John K. Smart	Brevard	4-11-72	6-30-73
Dennis J. Winner[270a]	Asheville	4-11-72	6-30-73

STUDY COMMISSIONS, ADVISORY COUNCILS, NONSTATUTORY BOARDS[271]

GOVERNOR'S COMMITTEE ON STATE GOVERNMENT REORGANIZATION[272]

John Henley, *chairman*	Hope Mills	5-6-70
William E. Stevens, Jr., *vice-chairman*	Lenoir	5-6-70
Fred Folger, Jr.	Mount Airy	5-6-70
Herman Moore	Charlotte	5-6-70
Herman West	Murphy	5-6-70
Thomas Bryan	Wilkesboro	5-6-70
Phillip Godwin	Gatesville	5-6-70
Dwight Quinn	Kannapolis	5-6-70
William R. Roberson, Jr.	Washington	5-6-70
James E. Holshouser, Jr.	Boone	5-6-70

Eugene Snyder	Lexington	5-6-70
Roberts Jernigan, Jr.	Ahoskie	5-6-70
Gus Speros	Maxton	5-6-70
Ike Andrews	Siler City	5-6-70
Thomas Strickland	Goldsboro	5-6-70
Alvis Carver	Dunn	5-6-70
Gordon Greenwood	Black Mountain	5-6-70
Wilbert Forbes	Raleigh	5-6-70
John J. Ryan	Charlotte	5-6-70
Jesse Helms	Raleigh	5-6-70
Eugene Price	Goldsboro	5-6-70
H. A. Smith	Raleigh	5-6-70
Howard White	Burlington	5-6-70
Kenneth Smith	Raleigh	5-6-70
William McGuire	Charlotte	5-6-70
George M. Smart	Raleigh	5-6-70
Mrs. Frances Dawson	Elon College	5-6-70
John T. Morrisey	Raleigh	5-6-70

[269l] Succeeded John R. Friday.
[269m] Appointed to fill unexpired term of William I. Gatling.
[269n] Succeeded John J. Mahoney, Jr.
[269o] Succeeded Herman G. Enochs, Jr.
[269p] Succeeded Dennis Jay Winner.
[269q] Succeeded Joe F. Mull.
[269r] Succeeded D. Marsh McLelland.

[269A] Solicitors are elected for four-year terms and hold office until their successors are qualified. Vacancies are filled by appointment of the governor until the end of the year following the next general election. *Constitution of North Carolina*, Art. IV, ss. 18, 19; G.S. 7A-60, 163-1.

[269Aa] Succeeded Charles M. Neaves.
[269Ab] Succeeded Elliott M. Schwartz.
[269Ac] Succeeded Thomas D. Cooper, Jr.
[269Ad] Succeeded Doran J. Berry, effective 9-1-70.
[269Ae] Succeeded Luther Hamilton, Jr.
[269Af] Succeeded Buck Ransdell.

[270] The council consists of eighteen members, two of whom are appointed by the governor. The law spells out details with respect to membership on the council. Its function is to study the administration of justice and make recommendations relating thereto. G.S. 7A-400, 405; S.L., 1971, c. 377.

[270a] Succeeded Charles B. Winberry.

[271] The governor makes appointments to many study commissions, advisory councils, and nonstatutory boards. Some of these are established by legislation and some by action on the part of the governor. Though many of these function actively, submit reports, and produce results which have a lasting effect on state government, space limitations prevent the listing of all individuals appointed to serve on these bodies. Except for the members of the Governor's Committee on State Government Reorganization and the Governor's Committee on Reorganization of Higher Education, both of which had a tremendous influence on North Carolinians, the members are not recorded herein. A list of the titles of the several boards and commissions is published, however.

[272] The 1969 General Assembly authorized the governor to direct the inauguration of studies leading to state government reorganization. The reorganization study committee was to review functions of the several state agencies and determine which operations were related so closely as to make consolidation feasible. The aim was a result in reduction in cost of governmental operations. Recommendations were to be presented to the 1971 General Assembly. The 1971 legislature passed the reorganization bill in July. S.L., 1969, c. 1209; S.L., 1971, c. 864.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Dallas Herring	Rose Hill	5-6-70	
Mrs. James Harper	Southport	5-6-70	
S. Leigh Wilson	Raleigh	5-6-70	
Ralph Biggerstaff	Mebane	5-6-70	
Edward L. Rankin, Jr.	Raleigh	5-6-70	
George Coggins	Asheville	5-6-70	
Jack D. Fleer	Winston-Salem	5-6-70	
Lenox D. Baker	Durham	5-6-70	
Sam Ragan	Southern Pines	5-6-70	
J. Thomas Outlaw	Raleigh	5-6-70	
David Whichard, Jr.	Greenville	5-6-70	
Harvey Beech	Kinston	5-6-70	
Emmett W. Burden	Raleigh	5-6-70	
P. T. Fuggate	Tarboro	5-6-70	
Nicholas E. Stratas	Raleigh	5-6-70	
David Clark	Lincolnton	5-6-70	
Preston Edsall	Raleigh	5-6-70	
Cecil Viverette	Lenoir	5-6-70	
D. Staton Inscoe	Raleigh	5-6-70	
GOVERNOR'S COMMITTEE ON REORGANIZATION OF HIGHER EDUCATION[273]			
Lindsay C. Warren, *chairman*	Goldsboro	1-8-71	
Victor S. Bryant	Durham	1-15-71	
Thomas White	Kinston	1-15-71	
Ike F. Andrews	Siler City	1-15-71	
Archie K. Davis	Winston-Salem	1-15-71	
George M. Wood	Camden	1-15-71	
Walter L. Smith	Charlotte	1-15-71	
Mrs. John G. Burgwyn	Jackson	1-15-71	
J. Paul Lucas	Charlotte	1-15-71	
Mrs. Doris Horton	Pittsboro	1-15-71	
W. C. Harris, Jr.	Raleigh	1-15-71	
Watts Hill, Jr.	Durham	1-15-71	
J. P. Huskins	Statesville	1-15-71	
Wallace N. Hyde	Asheville	1-15-71	
E. B. Turner	Lumberton	1-15-71	

Zeb A. Lowry	Pembroke	1-15-71
Maceo A. Sloan	Durham	1-15-71
Sammie Chess	High Point	1-15-71
William B. Rankin	Lincolnton	1-15-71
Clyde A. Shreve	Greensboro	1-15-71
John S. Stewart	Durham	1-15-71
James H. Semans	Durham	1-15-71
Reginald F. McCoy	Laurinburg	1-15-71

[273] The 1971 General Assembly debated the issues relating to the reorganization of higher education at great length. The work of the governor's committee laid the groundwork for legislation which was ultimately passed in October, 1971. S.L., 1971, c. 1244.

ADDITIONAL BOARDS AND COMMISSIONS

Advisory Committee to the Governor's Coordinating Council on Aging.
North Carolina Advancement School Advisory Committee, Funding Committee.
Commission to Study the Laws Pertaining to the Sale, Possession, and Consumption of Alcoholic Beverages of the State of North Carolina.
Appalachian Regional Commission, Governor's representative on
Education Advisory Committee.
Committee on Health.
Study Committee on Architectural Barriers.
Governor's Committee on Automobile Insurance.
Governor's Study Commission on Automobile Liability Insurance and Rates.
Governor's Advisory Committee on Beautification.
Teachers and State Employees Benefits Study Commission.
North Carolina Capital Planning Committee.
Capital Planning Commission—Subcommittee to investigate the desirability and feasibility of placing the Canova statue of George Washington in the rotunda of the State Capitol.
Advisory Council to the State Committee for Children and Youth.
National Conference on Citizenship in Washington, D.C.
State Civil Defense Training Coordinating Committee.
Coastal Plains Regional Commission,
Agricultural Advisory Committee.
Manpower Development Advisory Committee.
Marine Resources Advisory Committee.
College Foundation.
Foundation for Community Development, Inc.
State Constitution Study Commission.
Citizens' Committee to Promote Passage of Constitutional Amendments.
Commission to Study the Uniform Consumer Credit Code.
Executive Committee to the Criminal Justice Training Committee.
North Carolina Academy of Criminal Justice Study Committee.
National Conference on Crime Control.
North Carolina Organized Crime Prevention Council.
Study Commission on Use of Illegal and Harmful Drugs.
Governor's Council for Economic Development.
Advisory Committee on Economics and Environment.
Study Commission on Elections and Voting Abuses in North Carolina.
Emergency Planning Committees:
Construction and Housing Planning Task Group.
Consumer Rationing.
Economic Stabilization Task Group.
Electric Planning Task Group.
Food Resources Planning Task Group.
Gas Planning Task Group.
Health Task Force.
Industrial Production Task Group.
Manpower Planning Task Group.
Petroleum Planning Task Group.
Ports and Ocean Shipping Division Task Group.
Price Stabilization Committee.
Resources Management Planning Committee.
Solid Fuels Planning Task Group.
Transportation Planning Task Group.
Motor Transport Division.
Aviation Division.
Rail Transport Division.
Water Resources Planning Task Group.
Study Commission for North Carolina's Emotionally Disturbed Children.
Governor's Committee on Employer-Employee Relations.
Environmental Education Task Force.

Executive Residence Building Commission.
Executive Mansion Grounds Committee.
North Carolina Fisheries Association, Inc.
Joint Growth Patterns Study Commission.
Study Commission to Determine the Feasibility of Creating by Compact a Joint Effort Among the Southern States to Influence Growth Patterns in the South.
Advisory Committee on Health.
Community Health Assistance Consultation and Planning Committee.
Advisory Council on Comprehensive Health Planning.
Governor's Council on Occupational Health.
Study Commission on Organization and Delivery of Public Health Services in the State of North Carolina.
Governor's Highway Safety Program.
Holly Tree Commission.
Advisory Committee on Manufactured Housing.
Commission to Consider Means of Furthering the International Interests of North Carolina.
Governor's Advisory and Review Committee to Juvenile Detention Study.
Governor's Council on Juvenile Delinquency.
Task Force on Training, Selection, and Recruitment of Law Enforcement Personnel.
Task Force on Apprehension and Suppression.
Task Force on the Criminal Justice System and the Public.
Task Force on Adjudication.
The Learning Institute of North Carolina, Board of Directors.
Local Government Study Commission.
Cooperative Area Manpower Planning System in North Carolina.
North Carolina Manpower Development Corporation.
Advisory Committee on Mobile Housing.
Council on Natural Resources.
Governor's Task Force to Study Findings of North Carolina Nutrition Survey.
State-Local Task Force on Planned Variations.
North Carolina Committee on Population and Family.
Commission for the Study of Property Tax Exemptions and Classifications.
Public Land Law Review Commission.
North Carolina Pork Pricing Study Commission.
Mid-East Regional Airport Authority.
Mid-South Regional Education Laboratory Development Committee.
Citizens Committee on the Schools.
Study Commission on School for Blind, Deaf, Sanatorium Systems and Related Institutions of Declining Use.
Governmental Advisory Committee to the North Carolina Seashore Commission.
Representative for the Appeal Board for the Selective Service System.
Middle Federal District of the State of North Carolina.
Eastern Federal District of the State of North Carolina.
Western Federal District of the State of North Carolina.
Southern Growth Policies Board.
Southern Regional Education Board Legislative Work Conference:
Commission on Mental Health.
Executive Board.
Finance Committee.
State City Cooperation Committee.
State Planning Task Force.
Legislative Study Commission on Student Financial Aid.
North Carolina Symphony Legislative Committee.
Urban Affairs Committee.
Commission for Study of Local and Ad Valorem Tax Structure of the State Tax Study Commission.
Governor's Advisory Council, North Carolina Technical Services Program.

Technology Utilization Advisory Board.
Religious Concern for Traffic Safety Committee.
Special Trustees Committee to Meet with the Trustees of Wilmington and Asheville-Biltmore Colleges—Relative to the Affiliation of These Institutions with the Consolidated University of North Carolina.
University of North Carolina—Executive Committee re Policy on Visiting Speakers:
Selection Committee.
Trustees Group.
Upper New River Valley Authority (Advisory Group).
Study Commission on the Utilities System at UNC-CH.
Committee to Study the Feasibility of Establishing a School of Veterinary Medicine in North Carolina.
Governor's Committee for Promotion of Employment to Veterans.
North Carolina Advisory Council on Vocational and Technical Education.
Governor's Study Committee on Vocational Rehabilitation.
Governor's Committee on Water Safety.
Wake County Bicentennial Commission.
Western Mansion Committee.
White House Conference on Aging Advisory Committee.
White House Conference on Children.
White House Conference on Children and Youth.
Governor's Advisory Committee on Youth Development.
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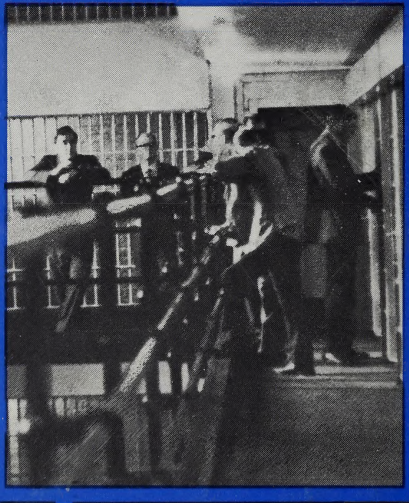
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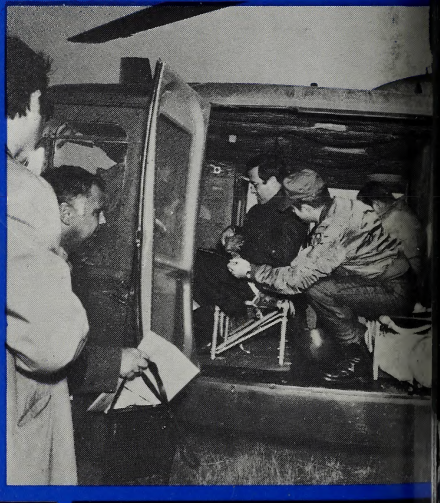




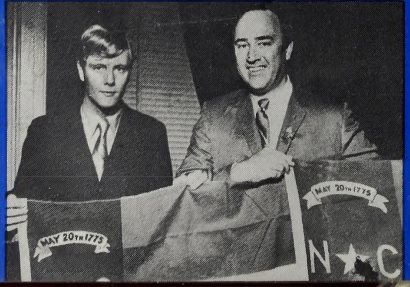











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